

“ANNEXURE A”

BUFFALO CITY METROPOLITAN MUNICIPALITY



**2014/2015
DRAFT INTEGRATED DEVELOPMENT PLAN REVIEW**

“a City Growing with you”

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GLOSSARY OF ABBREVIATIONS

A.B.E.T.	Adult Basic Education Training
A.D.M.	Amathole District Municipality
AIDS	Acquired Immune Deficiency Syndrome
A.N.C ₁	African National Congress
A.N.C ₂	Antenatal Care
A.R.T.	Anti-Retroviral Therapy
A.S.G.I.S.A	Accelerated Shared Growth Initiative of South Africa
B.B.B.E.E.	Broad-Based Black Economic Empowerment
B.C.M.M	Buffalo City Metropolitan Municipality
B.C.D.A.	Buffalo City Development Agency
B.C.D.S.	Buffalo City Development Strategy
B.E.E.	Black Economic Empowerment
B.M.S.	Bridge Management System
B.R.T	Bus Rapid Transit
C.B.D.	Central Business District
C.C.T.V	Close Circuit Television
C.D.S.	City Development Strategy
C.E.C	Committee for Environmental Co-ordination
C.E.O	Chief Executive Officer
C.I.P.	Capital Investment Plan
C.O.O	Chief Operating Officer
C.P.M.D	Certificate in Programme Management Development
C.R.M	Customer Relations Management
C.R.R	Capital Replacement Reserve
C.S	Community Survey
D.B.S.A.	Development Bank South Africa
D.C.S.A.	Daimler Chrysler South Africa
D.E.A.T	Department of Environmental Affairs and Tourism
D.L.A.	Department of Land Affairs
D.L.G.H.	Department of Local Government & Housing
D.M.F.	Disaster Management Fund
D.P.L.G.	Department of Provincial & Local Government
D.T.I.	Department of Trade & Industries
D.W.A.F.	Department of Water & Forestry
E.C.	European Commission
E.C.D.O.H.	Eastern Cape Department of Health
E.C.G.D.S.	Eastern Cape Growth & Development Strategy
E.E.A	Employment Equity Act
E.F.F.	External Financing Fund
E.I.A	Environmental Impact Assessment
E.L.	East London
E.L.I.D.Z.	East London Industrial Development Zone
E.P.W.P	Expanded Public Works Programme
E.U.	European Union
F.M.G.	Finance Management Grant
G.A.M.A.P.	Generally Accepted Municipal Accounting Practice
G.D.P.	Growth and Development Plan
G.D.S.	Growth & Development Strategy
G.I.S.	Geographic Information Systems
G.R.A.P.	Generally Recognized Accounting Practice

G.T.Z.	German Agency for Technical Cooperation
G.V.A.	Gross Value Added
H.D.I	Human Development Index
H.D.Is	Historically Disadvantaged Individuals
H.R.	Human Resources
H.I.V	Human Immunodeficiency Virus
I.C.D.L	International Computer Drivers License
I.C.Z.M.P.	Integrated Coastal Zone Management Plan
I.D.C.	Industrial Development Cooperation
I.D.P.	Integrated Development Plan
I.D.Z.	Industrial Development Zone
I.E.M.	Integrated Environment Management
I.E.M.P.	Integrated Environmental Management Plan
I.G.R	Inter-governmental Relations
I.M.A.T.U	Independent Municipal and Allied Trade Union
I.N.E.P.	Integrated National Electrification Programme
I.P.M.S.	Individual Performance Management System
I.S.H.S.P	Integrated Sustainable Human Settlement Plan
I.T.	Information Technology
I.T.P	Integrated Transport Plan
I.W.M.P	Integrated Waste Management Plan
J.I.P.S.A	Joint Initiative for the Prioritization of Scarce Skills
KfW	German Development Bank
K.P.A	Key Performance Area
K.W.T.	King Williams Town
L.A. 21	Local Agenda 21
L.E.D.	Local Economic Development
L.G.H.	Local Government Housing
L.G.S.E.T.A	Local Government Sector Education Training Authority
L.O.S.	Levels of Service
L.S.D.F.	Local Spatial Development Framework
M.E.C.	Member of the Executive Council
M.E.L.D.	Mdantsane East London Development
M.F.M.A.	Municipal Finance Management Act
M.D.Gs	Millennium Development Goals
M.D.R	Multi Drug Resistant
M.H.S	Municipal Health Service
M.I.G.	Municipal Infrastructure Grant
M.O.S.S	Municipal Open Space System
M.S.	Municipal Scorecard
M.S.A.	Municipal Systems Act
M.T.R.E.F.	Medium-Term Revenue and Expenditure Framework
M.U.R.P.	Mdantsane Urban Renewal Programme
N.A.T.I.S.	National Traffic Information system
N.E.M.A	National Environmental Management Act
N.E.M.W.A	National Environmental Management Waste Act
N.E.R.S.A.	National Electricity Regulator of South Africa
N.G.O.'s	Non-Government Organisations
N.H.A	National Health Act
N.S.D.P.	National Spatial Development Perspective
O.D.A.	Organizational Development Africa
O.S.S.	Open Space System
P.G.D.P.	Provincial Growth and Development Plan
P.H.C.	Primary Health Care
P.J.E.C	Principal Job Evaluation Committee
P.M.S.	Performance Management System

P.M.T.C.T.	Prevention of Mother to Child Transmission
P.O.S.S	Public Open Spaces
P.O.W.A	People of working age
P.P.E.	Property, Plant & Equipment
P.P.P.'s	Public Private Partnerships
R.G.	Restructuring Grant
R.M.S.	Road Management System
R.S.A.	Republic of South Africa
S.A.	South Africa
S.A.C.N.	South African Cities Network
S.A.L.G.A	South African Local Government Association
S.A.M.W.U	South African Municipal Workers Union
S.A.N.S	South African National Standards
S.A.S.Q.A.F	South African Statistical Qualifications Framework
S.C.M	Supply Chain Management
S.D.	Sustainable Development
S.D.B.I.P.	Service Delivery and Budget Implementation Plan
S.D.F.	Spatial Development Framework
S.I.D.A.	Swedish international Development Cooperation Agency
S.L.G.P.	Strengthening Local Governance Programme
S.M.M.E.	Small, Medium & Micro Enterprises
S.O.C.Z.R	State of the Coastal Zone Report
S.O.E.R	State of the Environmental Report
S.O.S.R	State of Sanitation Report
S.P.S ₁	Sanitation Policy and Strategy
S.P.S ₂	Single Public Service
S.P.S.P.	Sector Policy Support Programme
S.T.E.P.	Sub-Tropical Thicket Ecosystem Planning
T.B	Tuberculosis
U.N.C.E.D.	United Nations Conference on the Environment & Development
V.C.T.	Voluntary Counseling& Testing
V.I.P.	Ventilated Improved Pit Latrine
W.H.O	World Health Organisation
W.S.A.	Water Services Authority
W.S.D.P.	Water Services Development Plan
W.S.P	Workplace Skills Plan
X.D.R	Extreme Drug Resistant

SECTION A

INTRODUCTION

1.1 INTRODUCTION

This review of Buffalo City's Integrated Development Plan towards 2014/15 financial year coincides with celebrations of South Africa's 20 years of freedom and democracy. Being part of local government, Buffalo City Metro has also contributed to the achievement of a number of significant social, environmental and economic advances since the inception of democratic local government on 5 December 2000. Over the past 20 years, the majority of citizens have increased access to a wide range of basic services and more opportunities have been created to enable their participation in the economy. This has been achieved, to a large extent, through the development and implementation of BCMM's Integrated Development Plans which have been in existence since 2002. As a sphere of government which is closer to the people we play a critical role in the reconstruction and developmental mandate of South Africa.

This is the third review of the integrated development plan in the 2011-2016 term of Council. It takes place in light of new developments that have occurred at local, provincial and national level. At local level, BCMM is the process of developing a long-term Metro Growth and Development Strategy which is aimed at guiding the development trajectory towards 2030. The Integrated Development Plan is the instrument that the City will use to ensure realization of the 30 year strategy. Whilst at provincial level, the Provincial Growth and Develop Plan (PGDP, 2004-2014) has reached its term, a process is underway to develop Vision 2030. At national level, government has endorsed the National Development Plan as a blue print that will guide the country's developmental trajectory towards the year 2030. BCMM's Integrated Development Plan Review towards 2014/15 has taken all these development in consideration and ensured that the IDP is aligned to these.

In the review process further consideration has been given to various legislative requirements. For example, in terms of section 34 of the Municipal Systems Act 32 of 2000 as amended, a municipal council must review its integrated development plan:

- (i) Annually in accordance with an assessment of its performance measurements; and
- (ii) To the extent that changing circumstances so demand.

Annual revisions allow the municipality to expand upon or refine plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning. The review and amendment of the IDP thus, further develops the IDP and ensures that it remains the principal management tool and strategic instrument for the Municipality. Based on the review a municipal council may amend its integrated development plan in accordance with a prescribed process. The following key informants were taken into the consideration during the review:

Key Informants

- BCMM Council Priorities;
- 12 Outcomes of Government;
- The National Development Plan;
- Millennium Development Goals;

- The Provincial Growth and Development Plan; and

The section that follows further outlines the legislative framework that guides the development of the Integrated Development Plan and Municipal Budget, the long-term municipal vision and mission which will guide our development over the next term and beyond, and the key strategic objectives and focal areas that will guide the institution towards realization of the vision. National and provincial plans and policies are also highlighted as they relate to the future plans of the City.

1.2 LEGISLATIVE FRAMEWORK

Key pieces of legislation that provide guidance and define the nature of integrated development planning include the South African Constitution, the Municipal Systems Act, and the Municipal Finance Management Act.

1.2.1 *South African Constitution, 1996*

Section 153(a) of the Constitution gives effect to the IDP through stipulating that a municipality must structure its administration and budgeting and planning processes to give priority to the basic needs of its communities and promote the social and economic development of the community.

1.2.2 *Municipal Systems Act, 2000*

Section 25 of the Municipal Systems Act stipulates that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. An integrated Development Plan, adopted by the Council of a municipality is the key strategic planning tool for the municipality. Section 35(1)(a) of the Municipal Systems Act, 32 of 2000 as amended, describes an IDP as:

- (a) ...the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality;
- (b) binds the municipality in the exercise of its executive authority

In terms of section 34 a municipality is required to review its IDP annually. Annual reviews allow the municipality to expand upon or refine plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning.

The review and amendment of the IDP thus, further develops the IDP and ensures that it remains the principal management tool and strategic instrument for the municipality

1.2.2 *Municipal Finance Management Act, 2003*

Section 21(1)(a) of the Municipal Finance Management Act states that the Mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget related policies to ensure the budget and integrated development plan are mutually consistent and credible. The act further makes provision for development of the Service Delivery and Budget Implementation Plan as a mechanism to strengthen alignment between the IDP and Budget.

1.3 MUNICIPAL VISION AND MISSION

A long term Vision and mission of Buffalo City Metropolitan Municipality is to be “**a responsive, people centered and developmental City**” which:

- Promotes a culture of good governance;
- Provides effective and efficient municipal services;
- Invests in the development and retention of human capital to service the City and its community;
- Promotes social and equitable economic development;
- Ensures municipal sustainability and financial viability;
- Creates a safe and healthy environment; and
- Places Batho Pele principles at the centre of service delivery

1.4 CORE VALUES

Buffalo City Metropolitan Municipality espouses the following values and is committed to serving its communities and providing services in a manner that is consistent with these:

- (i) Integrity
- (ii) Good Governance
- (iii) Transparency
- (iv) Accountability
- (v) Fairness and equity
- (vi) Professionalism
- (vii) Loyalty
- (viii) Service Excellence
- (ix) Respect for cultural diversity
- (x) Unity of purpose
- (xi) Ubuntu

1.5 KEY STRATEGIC OBJECTIVES

Emanating from a situation analysis undertaken towards development of the IDP, Buffalo City Metropolitan Municipality identified a number of challenges and constraints which impact on the way in which the municipality functions and fulfills its mandate as per section 152 of the South African Constitution.

In response to highlighted challenges and constraints, the City has identified nine strategic focal areas and crafted six strategic objectives to the guide its developmental trajectory towards realization of the vision. BCMM's six long term strategic objectives are as follows:

- 1.5.1** **BCMM 1:** *To be a financially sound organisation that efficiently manages its resources;*
- 1.5.2** **BCMM 2:** *To be an institutionally efficient and effective City that inclusively works with communities;*
- 1.5.3** **BCMM 3:** *To generate an enabling environment for an economy that is growing, diversifying, generating increasing number of sustainable employment opportunities and contributing to increased incomes and equality;*
- 1.5.4** **BCMM 4:** *To deliver sustainable infrastructure that support social and economic development;*
- 1.5.5** **BCMM 5:** *To be a well-structured and capacitated institution that renders effective and efficient services to all by 2016*
- 1.5.6** **BCMM 6:** *To enhance and protect all environmental assets and natural resources within Buffalo City Metropolitan Municipality by 2016*

The Metro has aligned the key strategic objectives and will strive to attain them within the context of the five key local government performance areas

1.6 STRATEGIC FOCUS AREAS

Taking into account the prevailing economic environment and global factors that impact on development, the City has made significant inroads into addressing key development challenges within the municipality. There is however, more work to be done towards responding to the identified focal areas.

Over the remaining years in the term of Council the City will concentrate on the nine strategic focus areas outlined below.

1.6.1 Institutional Restructuring and Stabilisation

Buffalo City Metropolitan Municipality is currently undergoing a process to restructure and stabilize the administration. This entails filling of posts on the approved macro structure i.e. the City Manager and Section 56 Managers.

The medium to long term objective of the Metro is to promote organisational efficiency through the capacitation of staff and establishment of systems to enable staff to effectively perform their duties and align with the new Metro functions.

1.6.2 Improving Intergovernmental Relations

Section 41 of the South African Constitution of 1996 outlines the principles of co-operative government and intergovernmental relations, thus providing a broad framework for how the different spheres of government should interface. Section 4 of the Intergovernmental Relations Framework Act 13 of 2005 goes further and stipulates that the object of this act is to provide a framework for the national government, provincial governments and local governments, and all organs of state within those governments to facilitate co-ordination in the implementation of policy and legislation. The Act further requires establishment of provincial and district intergovernmental forums to promote and facilitate IGR between provinces, district and municipalities.

Section 3 of the Municipal Systems Act 32 of 2000 (as amended) also defines how local government must develop co-operative approaches to governing, resources sharing and resolution of disputes within the context of Intergovernmental relations.

Notwithstanding the above legislative provisions, intergovernmental relations between BCMM and other spheres of government still leave much to be desired, as they are still characterised by uncoordinated:

- Alignment of planning and implementation;
- Inter-sphere co-operation and co-ordination;
- Information sharing on development programmes and projects;
- Participation in platforms meant for engaging and co-operating; and
- Approach to engaging and consulting with communities.

A step in the right direction towards improving intergovernmental relations has been the establishment of the BCMM Intergovernmental Relation Forum.

1.6.3 Building Citizen Confidence

A number of factors account for low citizen confidence in the municipality such as a poor service delivery track record, perceived administrative and political instability and unfavourable audit findings by the Auditor General. Negative media coverage has also largely contributed to a low level of citizen confidence in the City.

Reversing the trend and building citizen confidence will require a concerted effort on the part of the Metro. It will also require the inculcation of a renewed work ethic from all who wear the name and brand of the municipality as well as the application of good governance and management principles, dedication and professionalism.

1.6.4 Bridging the Digital Divide

The Digital Divide refers to any inequalities between social groups in terms of their access to, use of, or knowledge of information and communication technologies. The divide within the municipal area refers to inequalities between individuals, households, businesses, and geographic areas at different socioeconomic and other demographic levels. Being a largely rural Metro the divide manifests itself in terms of the dichotomy between urban and rural areas with regard to access to telecommunication and IT systems.

A key objective of the Metro is to ensure that telecommunication and IT systems become internationally compatible, thus facilitating access to broadband and/or other state-of-the-art technologies for citizens of the City and region.

1.6.5 Improving performance, compliance, processes and systems

Some of the weaknesses which negatively impact on the performance of the Metro relate to disintegrated systems internal control deficiencies, lack of staff with requisite capacity, a spatially fragmented workforce as well as lack of clearly defined processes and systems.

- Develop mechanisms for the accurate complete reporting of financial information as required by NT and Accounting Standards.
- Develop mechanisms to ensure that SCM operations are conducted strictly in accordance with legislated requirements.
- Provide for the migration of existing records and the capturing of current records within a single repository in accordance with standards prescribed by the Archives Act and other relevant Acts and to ensure that such records can be retrieved for future use.

1.6.6 Build Sustainable Communities

The focus over the past years has been on delivering basic needs and housing. In spite of the remaining backlogs major strides have been in this regard, however, there still remains a huge challenge in terms of ensuring that we do not just deliver houses but create integrated and sustainable settlements.

The challenge is not only about providing basic services and housing, but is also about 'building sustainable human settlements' where residents have access to social and community facilities, economic opportunities, a healthy and sustainable environment and

where opportunities can be accessed through convenient public transport and a safe road network.

Integral to the creation of 'sustainable human settlements' is, integrated planning and implementation. The Metro is currently in the process of developing an '*Integrated Sustainable Human Settlement Plan*', which will guide future investment and development.

Creation of integrated and sustainable human settlements will directly contribute towards building of strong and integrated communities that manifest resilience against social, economic and natural adversities.

1.6.7 Job Creation

The City acknowledges that low economic growth and a high rate of unemployment are still prevalent and present a major challenge. This further translates to relatively high levels of poverty which is widespread within the City. High levels of poverty are apparent in the statistics from the 2001 Census where approximately 70% of households in the City indicated an income of less than R1500 per month, with 28% of all households indicating no income at all. Unemployment rate with the Metro is estimated at 24%.

One of the threats to the future development of Buffalo City Metro is lack of appropriate education and skills levels. A significant portion of the Metro's potential labour force have not attended school or completed their primary phase. Further, according to the last Census conducted in 2001 only 21% of the City's 20 years and above population, had grade 12, 16% had post-school education and only 17% of 15 - 24 year olds were enrolled in post-school study. The recent 2007 community survey revealed a slight improvement, albeit

To arrest the situation over the next five years the City will make concerted efforts, through its various programmes, in particular local economic development programmes, to attract investors into the City and thus contribute towards the national imperative of job creation.

Buffalo City also contains a number of strengths to build upon for growth and development. A coastal location, unspoilt nature, a well-performing automotive industry and the status of being the capital of the Eastern Cape Province are a few of these comparative advantages to exploit in order to combat poverty and create jobs.

1.6.8 Improving Governance

Corruption and poor service delivery undermines the credibility of the state. Poor state credibility leads to a democratic deficit undermining democracy and investment confidence. A weak local government leads to low investor confidence for both state and private sector decisions. Poor governance leads to poor economic performance.

A well-governed city means that a clear and transparent agenda for the long term strategic work is formulated in co-operation with all stakeholders and communicated to all parties affected by the development process. A well-governed city is dependent on a reciprocal approach by other government spheres and agencies. Increased community feedback and engagement and improved customer reciprocity are other mitigating measures to apply in a democratic and well-governed city.

It also means that quality basic services are provided through a financially sound and clear investment framework, which is aligned with the interventions by other public sector providers of basic services. Going forward, Buffalo City Metro will strive to become a well governed City.

1.6.9 Financial Viability

In order for the Metro to fulfill its mandate as stipulated in the Constitution of the country, there is a need to maintain financial viability and expand its revenue base in relation to expenditure. This requires robust strategies to turn around the current predicament of grant dependency and ensure that the City is in a financially sound position over the next five years and beyond.

To achieve financial viability the City will put in place mechanisms for the recording and management of the financial resources of the Municipality and investigation and development of new revenue streams to provide for the financial sustainability of the Metro.

1.7 THE IDP REVIEW PROCESS

Section 28 (1) of the Municipal Systems Act requires each municipality to adopt a process in writing to guide the planning, drafting, adoption and review of its integrated development plan. In compliance with this requirement Buffalo City Metropolitan Municipality undertook the following activities in line with the IDP/Budget review towards 2014/15:

Activity	Date	Purpose
Council adopts IDP/Budget/PMS process plan for 2014/15	31 July 2013	Adoption of Process Plan Submission of 2013/14 SDBIP
IDP Councillors Workshop	14 August 2013	Outlining the IDP/Budget Review process in order to ensure common understanding
External Representative Forum Meeting	16 August 2013	Presentation of the IDP/Budget Process Plan and to provide feedback on 2012/13 performance to external stakeholders
Mayoral Imbizo Programme	16-20 September 2013	<ul style="list-style-type: none"> - Executive Mayor to interact with communities - To provide feedback on issues raised during the last public consultation process - To share planned capital and operating expenditure earmarked for their respective areas - To highlight key achievements of the Metro.

Activity	Date	Purpose
IDP/IGR Cluster Meetings	8-10 October 2013	To present and discuss draft cluster situational analysis reports.
Executive Mayoral Lekgotla	16-18 October 2013	To review strategic objectives for service delivery and development and provide guidance to the unfolding review process
Metro-wide Intergovernmental Relations Session	28 October 2013	To share information and align planning between BCMM and sector departments
BCMM Councillors Workshop	12-14 November 2013	To present outcomes of the Mayoral Lekgotla held on 16-18 October 2013 to all BCMM Councillors.
External Representative Forum Meeting	15 November 2013	To present draft IDP 2014/15 and MTREF Budget. To report on 2013/14 SDBIP 1 st quarter performance.
IDP Cluster Meetings	6-8 November 2013	To confirm draft IDP Review 2014/15 and MTREF Budget
IDP Cluster Meetings	22-23 January 2014	To confirm draft projects and programmes for 2014/15 – 2016/17.
IDP/Budget Technical Planning Session	6-8 March 2014	To consider: -Update on the Metro Growth and Development Strategy; -Mayoral Lekgotla priorities; -Built Environment Performance Plan; -2014/15 Draft IDP Objectives, Strategies, Indicators and Targets; and -Draft 2014/15 MTREF Budget
IDP/Budget Councillors Workshop	13-15 March 2014	To consider: -Update on the Metro Growth and Development Strategy; -Mayoral Lekgotla priorities; -Built Environment Performance Plan; -2014/15 Draft IDP Objectives, Strategies, Indicators and Targets; and -Draft 2014/15 MTREF Budget - Preparations for IDP/Budget Roadshows

Activity	Date	Purpose
Council Meeting	26 March 2014	To adopt draft IDP Review 2014/15 and MTREF Budget
IDP/Budget Roadshows	27 March – 4 April 2014	To present the draft IDP Review 2014/15 and MTREF Budget to all stakeholders.
Council Open Day	8 April 2014	To provide feedback to key stakeholders on outcomes of IDP/Budget Roadshows
State of the Metro Address	15 April 2014	Executive Mayor delivers the state of Buffalo City Metropolitan Municipality

The development of the Integrated Development Plan and Budget entail interface between municipal officials, Councillors and stakeholders external to the Municipality. The table below outlines the institutional arrangements, roles and responsibilities:

Table 3: Institutional Arrangements, Roles and Responsibilities

The Executive Mayor	<p>The Executive Mayor of Buffalo City Metropolitan Municipality has the ultimate responsibility for the preparation and implementation of the IDP, Budget & Performance Management. In her executive capacity she has to:</p> <ul style="list-style-type: none"> • be responsible for the overall oversight, development and monitoring of the process or delegate IDP & PMS responsibilities to the Municipal Manager; • ensure that the budget, IDP & budget related policies are mutually consistent & credible; • submit the revised IDP & the Annual Budget to the municipal Council for adoption; • submit the proposed Performance Management System to the municipal council for adoption.
City Manager	<p>The Municipal Manager has the responsibility to provide guidance and ensure that the administration actively participates and supports the development and review of the IDP and Budget and works towards its implementation.</p>
Municipal Council	<p>The Buffalo City Municipal Council is the ultimate political decision-making body of the municipality and the Council has the responsibility to:</p> <ul style="list-style-type: none"> • consider and adopt the IDP Process Plan & time schedule for the preparation, tabling & approval of the annual budget; • consider and adopt the IDP and annual Budget; • ensure the municipal budget is coordinated with and based on the IDP; • adopt a Performance Management System (PMS) • Monitor progress, re. IDP implementation
Ward Councillors & Ward Committees	<p>Ward Councillors are the major link between the municipal government and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> • link the planning process to their constituencies and/or wards; • ensure communities understand the purpose and the key mechanisms of the IDP, Budget process, Performance Management and are motivated to actively participate; • facilitate public consultation and participation within their wards. • provide feedback to their communities on the adopted IDP and Budget.
IDP and Organisational Performance Management Portfolio Committee	<p>The role of the Portfolio Committee is to provide political and strategic guidance and direction to the IDP, Budget, Organisational Performance Management processes and IDP implementation.</p>
IDP/Budget/PMS Technical Working Group	<p>The IDP/Budget/PMS Technical Working Group is chaired by the Municipal Manager and has sitting on the Committee the Directors and the technical leaders of the different Clusters. The tasks of the Working Group are to:</p> <ul style="list-style-type: none"> • provide technical oversight and support to the IDP/ Budget review and implementation thereof; • consider and advise on IDP/ Budget content and process;

	<ul style="list-style-type: none"> • ensure inter-directorate co-operation, co-ordination, communication and strategic thinking to address priority issues • ensure sector and spatial co-ordination and alignment • ensure IDP & budget linkage • ensure Performance Management is linked to the IDP • ensure the organisation is oriented towards implementing the IDP • ensure time-frames set for the review are met. <p>It is proposed that the Working Group meet at least once a month.</p>
Directorates & Departments	<p>Directorates and Departments are responsible for sector planning and for the implementation of the IDP. The participation of all Departments is thus critical as they :</p> <ul style="list-style-type: none"> • provide technical / sector expertise and information, throughout the IDP Budget process; • ensure that the review process is participatory, integrated, strategic, implementation-oriented, budget linked and aligned with and satisfies sector planning requirements;
IDP Strategic Working Groups: <ul style="list-style-type: none"> • Municipal Services • Development Planning & Management • Development Facilitation & Partnerships • Finance & Support Services • Strategic Management 	<p>IDP Strategic Working Groups are led politically by Portfolio Councillors and technically by Directors. All Councillors, all General Managers and identified key officials are members of the different working groups. The working groups are required to:</p> <ul style="list-style-type: none"> • assist with the identification of key issues, the development of objectives, strategies, indicators and programmes, projects & budgets for the relevant themes • ensure inter-sectoral co-operation, communication and strategic thinking to address priority issues • consider & incorporate the cross-cutting issues – HIV/ AIDS, Agenda 21, poverty, gender, youth, elderly and disabled • monitor progress with respect to the implementation of the IDP
Representative Forum and Community Stakeholders	<p>The IDP/ PM/ Budget Representative Forum constitutes the structure that institutionalises sectoral participation in the IDP Process. The members of the IDP Representative Forum include Business, Government & NGO sectors (as well as political and technical leaders of the IDP Clusters)</p> <p>The Executive Mayor or her nominee chairs the Forum. The Forum has the following functions and duties:</p> <ul style="list-style-type: none"> • represents the interests of their constituents in the IDP process; • provide an organisational mechanism for discussion and consensus-building between the different stakeholders and the Municipal Government; • monitor the performance of the planning, implementation and review process; • ensures an efficient flow of information to and from stakeholder groups.
Public Consultation/ Imbizo Preparation Committee	<p>The Public Consultation/ Imbizo Preparation Committee is led by the Mayoral Committee Councillors for IDP, Public Participation and Finance. Members of the technical Committee include:</p> <ul style="list-style-type: none"> • GM IDP, PM & Budget Integration • GM Public Participation & Special Programmes • GM Development Co-operation and Communication • GM Budget & Treasury • GM Organisational Support • GM Public Safety • GM Community Services <p>The purpose of the Committee is to provide political guidance and ensure the administrative co-ordination of key public consultations and imbizos.</p>
IDP/BI/PMS & GIS Department	<p>The IDP/BI/PMS & GIS Department reports to the Director: Executive Support Services and is required to manage and co-ordinate the IDP review process, ensure IDP / budget integration, and monitor the implementation of the IDP, including:</p> <ul style="list-style-type: none"> • preparing the Process Plan for the development of the IDP; • undertaking the overall management and co-ordination of the planning and review process under consideration of time, resources and people • ensuring that the review process is participatory, strategic, implementation-oriented, integrated with the budget process, is horizontally and vertically aligned and satisfies sector planning requirements ;

1.8 ALIGNMENT WITH NATIONAL AND PROVINCIAL PLANS

The national sphere of government develops and promulgates legislation, policies and strategies which all spheres have to implement. In developing their own plans and policies, other spheres of government, particularly the local government sphere has to ensure that there is alignment with both National and Provincial plans. Key plans and policies include the National Spatial Development Perspective, National Development Plan, Provincial Growth and Development Plan, Millennium Development Goals and the 12 Local Government Outcomes. These are aligned below.

National Spatial Development Perspective	National Development Plan	Provincial Growth and Development Plan	Millennium Development Goals	12 Outcomes	BCMM strategic Objectives
<p>Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens, should therefore be focused on localities of economic growth and/ or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities</p>	<p>Unemployment rate should fall from 27% in 2011 to 14% by 2020 and to 6% by 2030</p> <p>Total employment should rise from 13 million to 24 million</p> <p>The proportion of adults working should rise from 41% to 61%</p> <p>GDP should increase by 2.7 times in real terms, requiring average annual GDP growth of 5.4% over the period</p> <p>GDP per capita should increase from about R50 000 per person in 2010 to R110 000 per person in 2030 in constant prices</p> <p>Public employment programmes should reach 1 million by 2015 and 2million people by 2030</p>	<p>To maintain an economic growth rate of between 5% - 8% per annum</p> <p>To halve the unemployment rate by 2014</p>	<p>Develop a global partnership for development</p>	<p>Decent employment through inclusive economic growth</p> <p>A skilled and capable workforce to support inclusive growth</p> <p>An efficient, competitive and responsive economic infrastructure network</p>	<p>To generate an enabling environment for an economy that is growing, diversifying, generating increasing number of sustainable employment opportunities and contributing to increased incomes and equality</p>
<p>Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation</p>	<p>By 2030, the number of households living below R418 a month per person (in 2009 rands) should fall from 39% to zero.</p> <p>The level of inequality as measured by the Gini coefficient should fall from 0.7 in 2009 to 0.6 in 2030</p>	<p>To reduce by between 60%-80% the number of households living below the poverty line by 2014</p> <p>To reduce by between 60%-80% the proportion of people suffering from hunger by 2014</p> <p>To establish food self-sufficiency in the province by</p>	<p>Eradicate extreme poverty and hunger</p>	<p>Vibrant, equitable and sustainable rural communities and food security</p>	<p>To generate an enabling environment for an economy that is growing, diversifying, generating increasing number of sustainable employment opportunities and contributing to increased incomes and equality</p>

National Spatial Development Perspective	National Development Plan	Provincial Growth and Development Plan	Millennium Development Goals	12 Outcomes	BCMM strategic Objectives
	<p>All children should have at least two years of pre-school education. This implies about 2 million places</p> <p>About 80% of schools and learners achieve 50% and above in literacy, mathematics and science in grades 3, 6, 9</p> <p>At least 80% of students should complete 12 years of schooling</p> <p>Increase the higher education participation rate from 17% to 30% by 2030</p> <p>Increase the number of students eligible to study maths and science at university to 450 000 per year</p>	<p>2014</p> <p>To ensure universal primary education by 2014, with all children proceeding to the first exit point in a secondary education.</p> <p>To improve the literacy rate in the province by 50% by 2014</p> <p>To improve the literacy rate in the province by 50% by 2014</p>	<p>Achieve universal primary education</p>	<p>Improve the quality of basic education</p>	<p>To be a well-structured and capacitated institution that renders effective and efficient services to all by 2016.</p>
	<p>By 2030, life expectancy should reach at least 70 for both men and women</p> <p>Infant mortality rate should decline from 43 to 20 per 1000 live births and the under-five mortality rate should be less than 30 per 1000, from 104 today</p> <p>All HIV – positive people should be on treatment and</p>	<p>To reduce by two thirds the under-five mortality rate by 2014</p> <p>To reduce by three-quarters the maternal mortality rate by 2014.</p> <p>To halt and begin to reverse the spread of HIV-Aids by 2014</p> <p>To halt and begin to reverse the spread of tuberculosis by</p>	<p>Reduce child mortality rate</p> <p>Improve maternal health</p> <p>Combat HIV/AIDS, malaria, and other diseases</p>	<p>Improve health and life expectancy</p>	<p>To produce sustainable infrastructure that support social and economic development</p>

National Spatial Development Perspective	National Development Plan	Provincial Growth and Development Plan	Millennium Development Goals	12 Outcomes	BCMM strategic Objectives
	<p>preventive measures should be widely available.</p> <p>Reduce non-communicable diseases by 28% and deaths from drug abuse, road accidents and violence by 50%</p> <p>Everyone has access to an equal standard of basic health care regardless of their income</p>	2014.			
<p>In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres. Infrastructure investment and development spending should primarily support localities that will become major growth nodes in South Africa and the Southern African Development Community region to create regional gateways to the</p>	<p>The proportion of people with access to electricity should rise from 70% in 2010 to 95% by 2030, with no grid options available for the rest.</p> <p>Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry.</p> <p>By 2030, most South Africans will have affordable access to services and quality environments.</p>	<p>To provide clean water to all in the province by 2014</p> <p>To eliminate sanitation problems by 2014</p>		Sustainable human settlements and improved quality of household life	To be a well structured and capacitated institution that renders effective and efficient services to all by 2016

National Spatial Development Perspective	National Development Plan	Provincial Growth and Development Plan	Millennium Development Goals	12 Outcomes	BCMM strategic Objectives
<p>global economy</p> <p>Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose, to localities that are more likely to provide sustainable employment or other economic opportunities.</p>	<p>In 2030, people living in South Africa feel safe and have no fear of crime</p> <p>The Police Service is a well-resourced professional institution staffed by highly skilled officers who value their work, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence and respect the rights of all to equality and justice.</p> <p>Ensure progressively and through multiple avenues that no one lives below a social floor.</p>			<p>All people in South Africa protected and feel safe</p>	<p>To enhance and protect all environmental assets and natural resources within Buffalo City Metropolitan Municipality by 2016.</p>

National Spatial Development Perspective	National Development Plan	Provincial Growth and Development Plan	Millennium Development Goals	12 Outcomes	BCMM strategic Objectives
				A response and, accountable, effective and efficient local government system	To be an institutionally efficient and effective City that inclusively works with communities
	<p>Achieve the peak, plateau and decline trajectory for greenhouse gas emissions, with the peak being achieved around 2025</p> <p>By 2030, an economy-wide carbon price should be entrenched</p> <p>The installation of 5 million solar water heaters by 2030</p> <p>About 20 000 MW of renewable energy should be contracted by 2030</p>		Ensure environmental sustainability	Protection and enhancement of environmental assets and natural resources	To enhance and protect all environmental assets and natural resources within Buffalo City Metropolitan Municipality by 2016
	<p>Intra-regional trade in Southern Africa should increase from 7% to 25% of trade by 2030</p> <p>South Africa's trade with regional neighbours should increase from 15% to 30%</p>			A better South Africa, a better and safer Africa and world	To produce sustainable infrastructure that support social and economic development
	A capable and effective state, able to enhance economic opportunities, support the development of capabilities and intervene to ensure a rising floor of social rights for the poor			A development-orientated public service and inclusive citizenship	To be an institutionally efficient and effective City that inclusively works with communities

National Spatial Development Perspective	National Development Plan	Provincial Growth and Development Plan	Millennium Development Goals	12 Outcomes	BCMM strategic Objectives
	A corruption-free society, a high adherence to ethics throughout society and a government that is accountable				

SECTION B

SITUATION ANALYSIS

1. Buffalo City Metropolitan Municipality Profile

1.1 BCMM in Context

Buffalo City Metropolitan Municipality is situated relatively centrally in the Eastern Cape Province, and surrounded by the Great Kei Local Municipality, Amahlati Local Municipality, Nkonkobe Local Municipality and Ngqushwa Local Municipality and is bounded to the south-east by the long coastline along the Indian Ocean.

The Eastern Cape Province is the second largest province in land area in South Africa, and covers some 169,580 square kilometres, which is 12.7% of South Africa's total land area. The province has the third largest population of South Africa's Provinces, approximately 6,562 million people (Census 2011), which is 12.7% of South Africa's people.

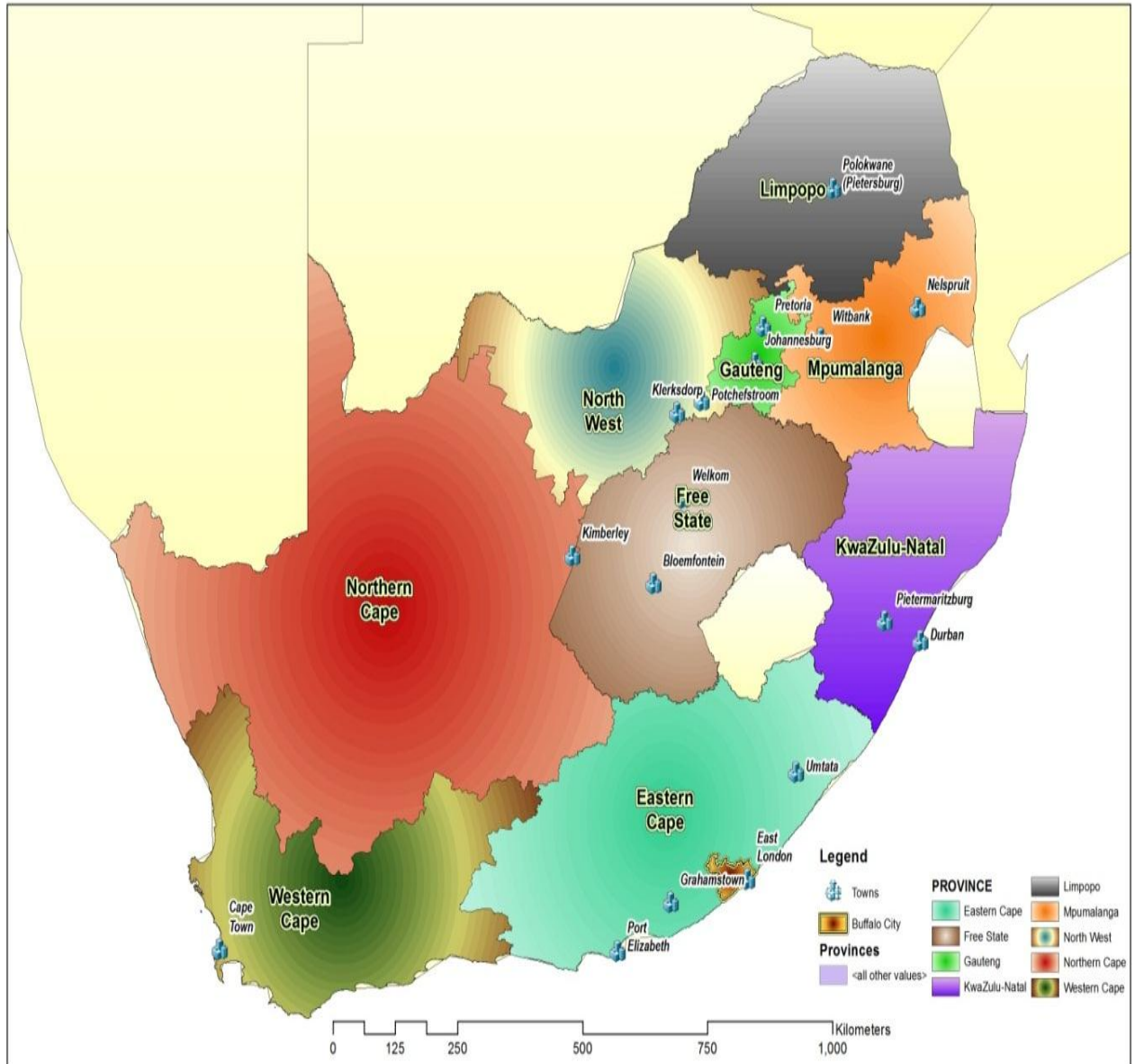
The province is generally seen as one of the two poorest in South Africa. There are two major urban conurbations within the Province, Nelson Mandela Bay Metropolitan and Buffalo City Metropolitan Municipality. The Eastern Cape population has reduced from 14% (Census 2001) to 12.7% (Census 2011) of the country's population.

The Buffalo City Metropolitan Municipality is made up of significant portions of two Magisterial Districts, as follows:

- East London, including the previous Ciskei Magisterial District(s) of Mdantsane
- King William's Town, including the previous Ciskei Magisterial District of Zwelitsha

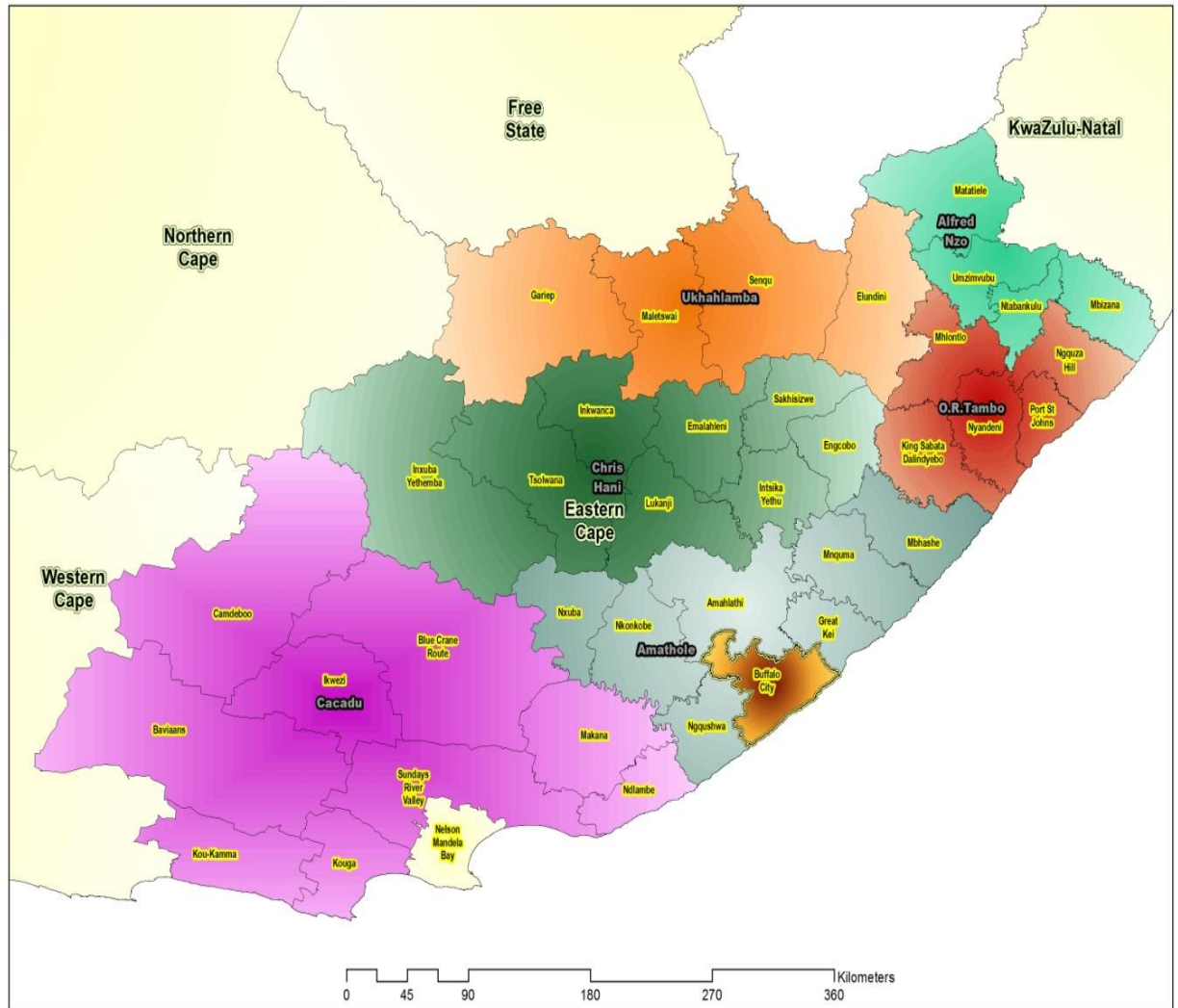
In line with the local government dispensation in South Africa, the Buffalo City Metropolitan Municipality is categorised as a Category "A" Municipality.

Figure B1 : BCMM Locality in South Africa



Source: BCMM GIS UNIT

Figure B2 : BCMM location in the province and region



Source: BCMM GIS UNIT

The area is characterised by a composite settlement and land use pattern, incorporating urban, peri-urban and rural components, which were previously administered as separate local government entities.

Buffalo City is the key urban centre of the eastern part of the Eastern Cape. It consists of a corridor of urban areas, stretching from the “port city” of East London to the east, through to Mdantsane and reaching Dimbaza in the west. Buffalo City’s land area is approximately 2,515km², with 68km of coastline.

The existing urban areas and settlements in Buffalo City are spatially fragmented, which is a feature of the entire municipality. The spatial fragmentation creates a negative urban dimension. In Buffalo City, the following three main identifiable land use and land need patterns are identified:

- A general appraisal of land use and settlement patterns within the Buffalo City Municipality indicates clearly that the urban settlement pattern is dominated by the East London – Mdantsane – KWT – Dimbaza urban development axis. It dominates the industrial and service sector centres and attracts people from throughout the greater Amathole region in search

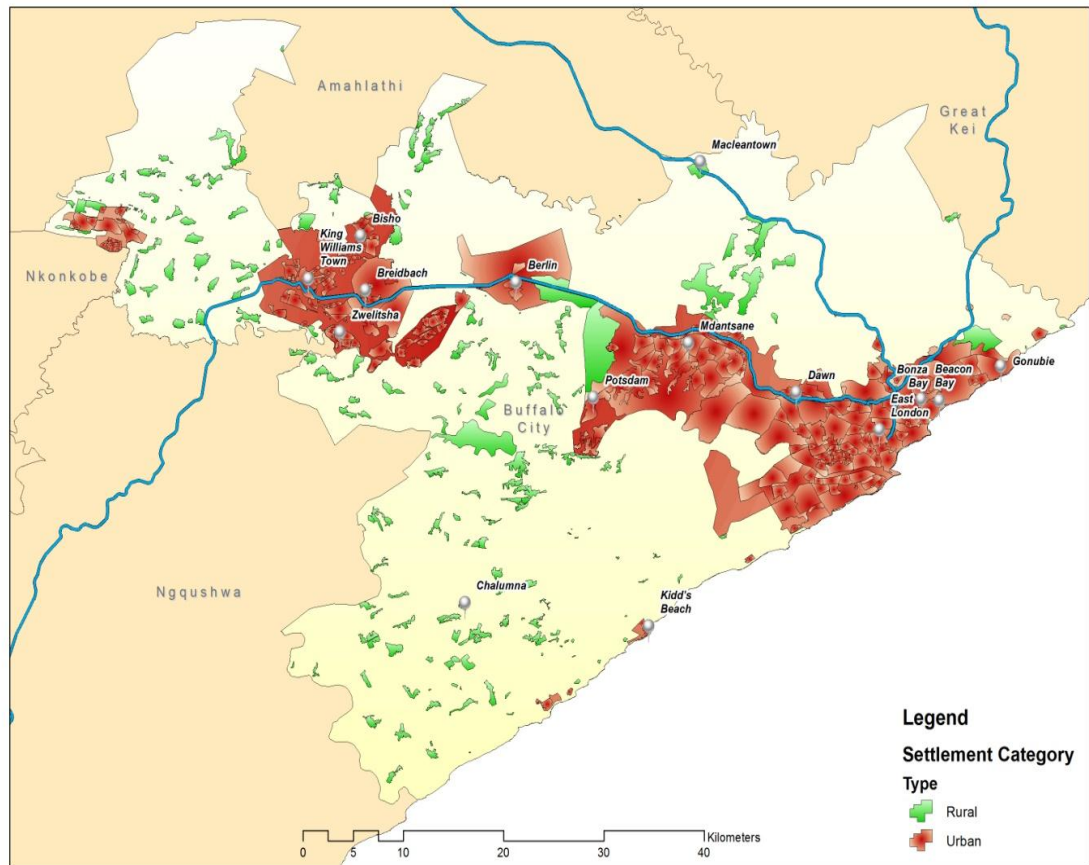
of work and better access to urban services and facilities. On the urban fringes there are smaller urban components like Gonubie, Berlin and Potsdam. The eastern boundary is restricted by the Indian Ocean. East London serves as the primary node and is the dominant economic hub in the region.

The King William's Town (KWT) area and surrounds is a spatially fragmented area with King William's Town being the main urban area. The other urban areas were situated on the outlying areas and included Bhisho, Ginsberg, Zwelitsha, Phakamisa, Breidbach, Ilitha and Dimbaza. King William's Town serves as a secondary node in the Buffalo City region.

King William's Town functions as a Regional Service Centre and together with Bhisho, is the Provincial Administrative Hub and contains the seat of the Provincial Government of the Eastern Cape Province. In view of the dominance of the East London Core Area the KWT/Bhisho Regeneration process requires budgetary emphasis for implementing the projects that the KWT/Bhisho LSDF identifies.

- The second is the area comprising of non-urban land within the Municipal area and is characterised by distinctive enclaves (mainly within the areas of the former Ciskei but also notable on the outskirts of East London in the form of Newlands) where rural and peri-urban settlements accommodate some 20% of the Municipal population or by land used for intensive and extensive agricultural purposes. The rural settlements are mainly situated to the western and southern parts of Buffalo City.
- Thirdly, the commercial farming areas form a distinctive type of area. These areas are dominant in the north-eastern and south-western (coastal) sectors of the Municipality and are characterised by extensive land uses, with certain areas making use of intensive farming (irrigation-based).

However, within the generalised spatial landscape of the above areas one finds diverse and complex urban and rural situations.



Source: BCMM GIS UNIT

1.1.2 Physical Characteristics

The physical shape, environmental character and configuration of the municipality have an important part to play in influencing the way people have chosen to reside in the area. This section provides a general overview of the state of the physical environment with BCMM.

Topography

The BCMM area extends from sea level along the coastal belt increasing in north-westerly direction to a plateau of elevation between 450m and 850m above sea level. This plateau extends from Maclean Town and Berlin, through to Dimbaza. The elevation in the most north-westerly portion of the BCMM occurs in the Amatole Mountains and reaches 2100m above sea level.

The topography of the region is characterized by a number of incised river valleys, which run nearly parallel to each other in a south easterly direction through the municipality and which dissect the municipality at regular intervals. This terrain, which lacks large tracts of flat land, impacts significantly on settlement patterns and the cost of provision of services within the region.

Geology and Soils

The geological strata of the region are typical of the Karoo system and consist mainly of mudstones and sandstones intruded by dolerite dykes and sills. In general the dolerite dykes trend east to west. Much of the geology is of marine origin, giving rise to the high salinity of the groundwater in the area. The soils are generally moderate to deep clayey loams and the erodability index of the soils in the region is recorded as being medium to low.

Climate

The climate of BCMM is moderate for most of the year, but with hot spells from December to February, particularly in the inland areas. Although the region does receive rainfall all year round, it is primarily a summer rainfall region, with the months of June and July generally being the driest months of the year.

Rainfall within BCMM varies from approximately 1000mm along the coastal belt between East London and Kwelera, gradually decreasing in a westerly direction to 500mm in the areas of the upper reaches of the Tyolomnqa, Keiskamma and Umkhangiso Rivers. In the northwestern portion of the region, in the vicinity of the Amatole Mountain Range, the mean annual precipitation again increases to between 1000 to 1500mm.

Drainage System

Buffalo City Metro Municipality has 10 major river systems. Of these, 9 are considered “Endangered” and the Buffalo River system is considered “Vulnerable” (SANBI, 2004). In terms of aquatic systems, the National Wetlands Inventory identifies a total of 2064 wetland areas.

The groundwater potential in the region is generally not good, resulting in low borehole yields (generally below 2 l/s) and high salinity waters. The north-western portion of the region has the greater groundwater potential (i.e. Peleton villages), with the potential reducing in a south-easterly direction towards the coast.

Vegetation

Four Biomes are represented in Buffalo City Municipality has (Albany Thicket 66.82%; Savanna 29.24%; Forest 2.73% and Grassland 1.14%) of which 12 vegetation types have been classified by Mucina & Rutherford (2006). There is an estimated 26.8% of the municipality where no natural habitat remains. The South African National Biodiversity Institute (SANBI) identifies no critically endangered, or vulnerable terrestrial ecosystems within the Municipality.

1.1.2 Economic, Social and Demographic Context: Major Shifts and Challenges

The purpose of the following section is to provide an overview and targeted discussion of the available data on the profile of the population resident in the BCMM, as well as the socio-economic conditions under which they are living. This is intended to derive key informants on the possible specific spatial development needs of resident communities, and associated strategies required as part of the Buffalo City Municipality’s Spatial Development Framework and the Built Environment Performance Plan.

The discussion is based on a variety of sources, including BCM Population Study (2010), 2011 National Census Data and 2007 Community Survey Data and data from Eastern Cape Social Economic Consultative Council (ECSECC).

1.1.2.1 Demographic Context.

i. Current & Projected Future Population

The Census 2011 conducted by Statistics South Africa, estimates the total population of Buffalo City to be 755 200, a marked growth from the 2001 census which put it at 704 855. The city population contributes to 11.5% of the Eastern Cape provincial population, whereby Nelson Mandela Bay Metro has the biggest population. Growth projections to the year 2020, taking into account the

anticipated impact of HIV/AIDS, indicate an estimated total population of some 1,290,000 people. However, the last two official censuses for the BCMM population were broken down as follows:

Table 1:BCMM Population 1996 to 2011 (Census)

Area	1996	2001	2011
KWT & Surrounds	183 934	184 246	106267
East London Area	187 120	204 862	294653
Mdantsane Area	176 483	168 284	164681
Rural South	62 530	63 967	66422
Rural North	76 881	80 536	123164
Total	685727	704855	755 200

Buffalo City population grew by 0, 6 % between the period 1996 – 2001, and between 2001-2011 the growth rate was 0, 7%. Even though the growth rate shows consistency it is still below the provincial average of 1, 5% and 1, 4% respectively in the 2001 and 2011 period. Growth projections to the year 2020, taking into account the anticipated impact of HIV/AIDS, indicate an estimated total population of some 1,290,000 people.

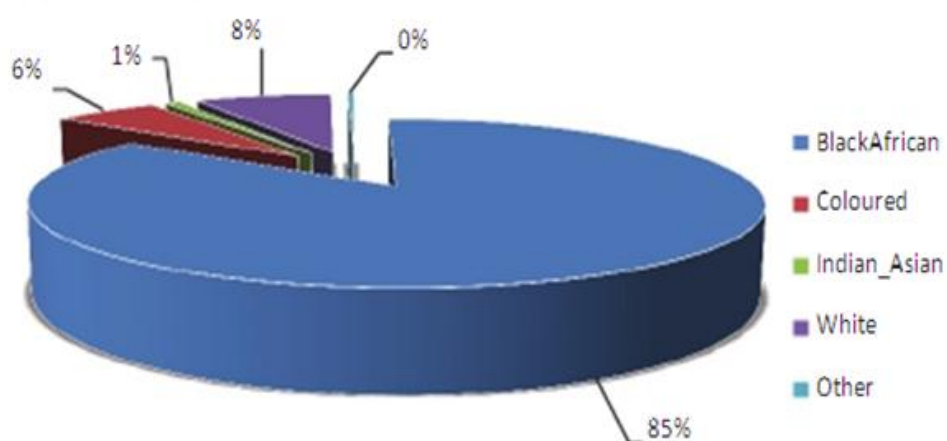
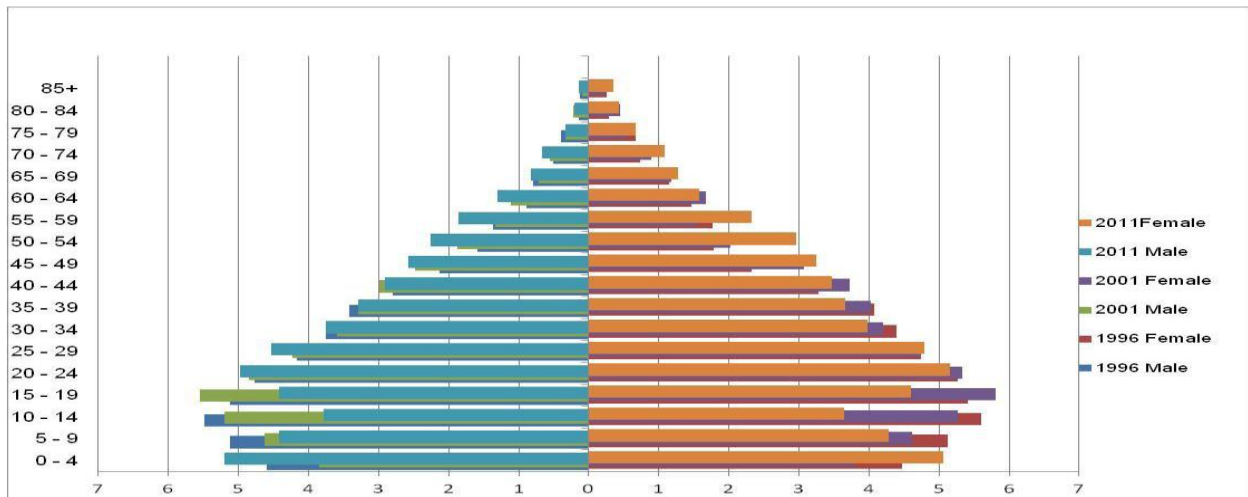


Figure B4: BCMM Population by population group

The population groups in Buffalo City comprise of the following i.e. 86 % is from the predominantly Black African group with White and Coloured groups at 7% and 6% respectively. The Indian or Asian group only represents 1% of the population.

Figure B5: Distribution of the population by age and sex: Buffalo City – 1996, 2001 and 2011

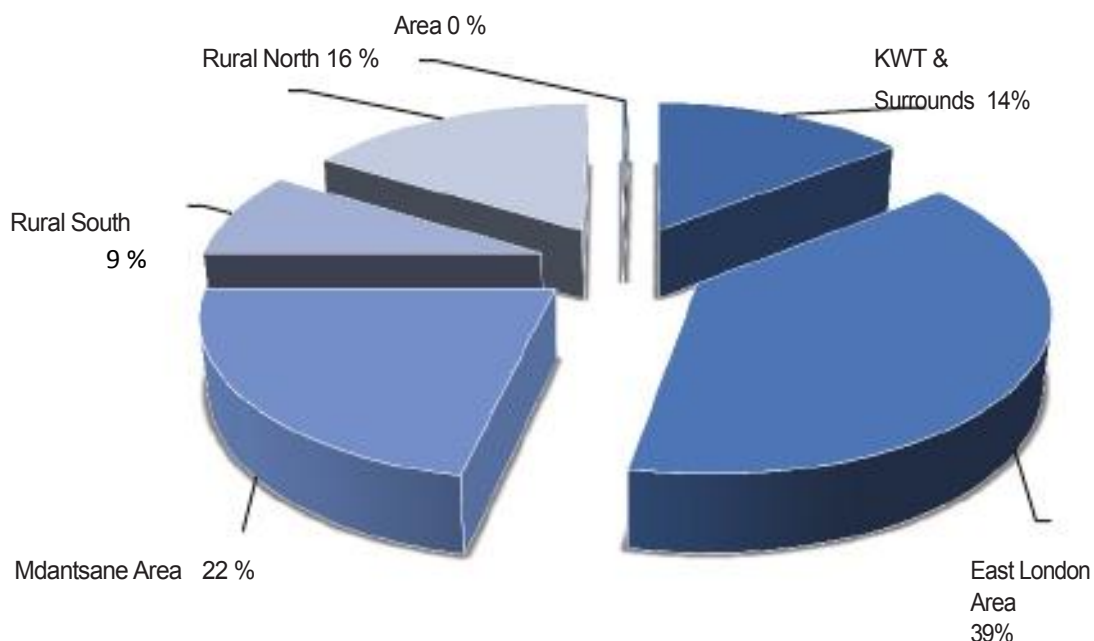


Source: Stats SA Census, 2011

Figure B5 above shows the population of BCMM by age and sex, from 2001 to 2011. The following observations can be made:

- ✓ The highest proportions of residents for both males and females were found in the age category 0-4 and also 20-24 age groups for the 2011 census.
- ✓ In the 2001 census the category with the highest number was the 15-19 age group.
- ✓ This is typically the shape of a developing community with a broad base indicating high birth rates, but with a definite decrease in number of births in recent years.

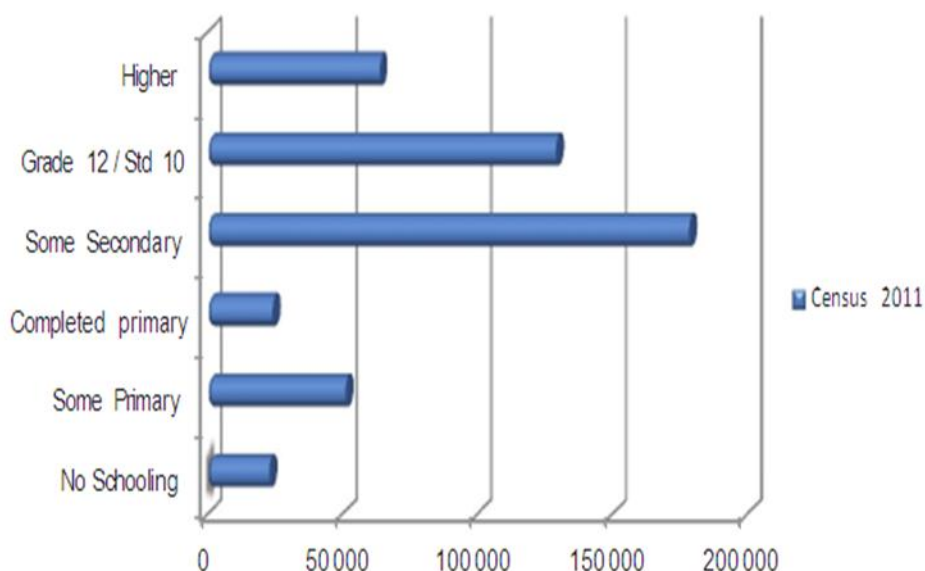
Figure B6: BCMM Population Distribution as per Census 2011



Education Levels

Almost 39.1% of the total population for BCMM falls into the category of reaching grade 8 or less in terms of education. Those who completed high school make up 21% of the population, while those with tertiary education only make up 6% of the population. Most people with tertiary education are likely to be from the urban centres, particularly East London.

Education Level	1996	2001	2011
No Schooling	49 517	67 053	23 115
Some Primary	58 205	178 372	51 349
Completed primary	36 696	52 390	24 294
Some Secondary	152 647	212 763	178 554
Grade 12/ Std 10	64 830	98 557	129 375
Higher	27 827	41 849	63 950
TOTAL	389 722	650 984	470 637



1.1.2.2 BCMM Housing and Land Use

Housing is acknowledged as one of the principal “social goods” needs in Buffalo City. The current estimated housing backlog in the urban and rural areas of the Municipality is some 100 000 units. Addressing this backlog over time is a major challenge, and the appropriate programming and location of major public-funded housing projects will be a major element in the restructuring of the built environment in Buffalo City.

The Buffalo City Municipality Housing Sector Plan 2008 – 2012 indicates a need for 75 000 homes, which includes all levels of income and housing types; and 46 000 units in rural areas, comprising 230 rural settlements. This constitutes 35% of the housing need in the Eastern Cape Province. The current municipal housing waiting list comprises approximately 40 000 applicants. When looking at the housing need and providing direction for where major public-funded (and private-funded) housing development initiatives should be focused, it is acknowledged that, together with housing, a myriad of related infrastructural needs must be planned for.

Specifically, appropriate Levels of Services (LOS) must be planned and developed in new housing areas, taking into account the strategic direction given in the Sustainable Human Settlements Plan (ISHP), as well as the levels of affordability of the Buffalo City Metropolitan Municipality and its clients, the consumers of new services. This, principally, focuses on the concern that new housing and infrastructure must be developed in a manner that enhances sustainability of the built environment.

Land Use Type

The following discussion sets out to describe broad situations and activities within the Municipal area, and is derived primarily from Land Cover data, obtained from the Satellite Applications Centre (CSIR, 2009).

LAND COVER DESCRIPTION	HECTARES	% OF TOTAL AREA
Barren Rock	995.39	0.40
Cultivated : Permanent – Commercial Dryland	2 525.76	1.01
Cultivated : Temporary – Commercial Dryland	4 849.47	1.93
Cultivated : Temporary – Commercial Irrigated	313.19	1.93
Cultivated : Temporary – Semi-commercial / Subsistence Dryland	13 727.39	5.47
Degraded : Thicket & Bushland (etc.)	1 055.54	0.42
Degraded : Unimproved Grassland	24 775.08	9.87
Dongas & sheet erosion scars	32.77	0.01
Forest	7 866.20	3.13
Forest Plantations	5 371.24	2.14
Improved Grassland	1 619.01	0.65
Mines & quarries	192.03	0.08
Thicket & bushland (etc.)	103 541.71	41.26

Unimproved Grassland	62 198.05	24.79
Urban / Built-up Land : Commercial	706.08	0.28
Urban / Built-up Land : Industrial / Transport	1 744.02	0.69
Urban / Built-up Land : Residential	16 677.57	6.65
Urban / Built-up Land : Residential (Small Holdings ; Bushland)	606.39	0.24
Urban / Built-up Land : Residential (Small Holdings ; Woodand)	26.24	0.01
Water bodies	2 114.92	0.84
Wetlands	3.74	0.00
TOTAL	250 941.76	100.00

From the above it can be summarised that:

- Approximately 9% is cultivated on a semi-commercial/subsistence basis.
- Just over 10% of land cover in the municipality is degraded.
- The urban or built up residential land covers about 7.8% of land cover
- There are 19,127 ha of Urban Land in BCM. A total of 230 rural villages exist with a total coverage of 13,339 ha.

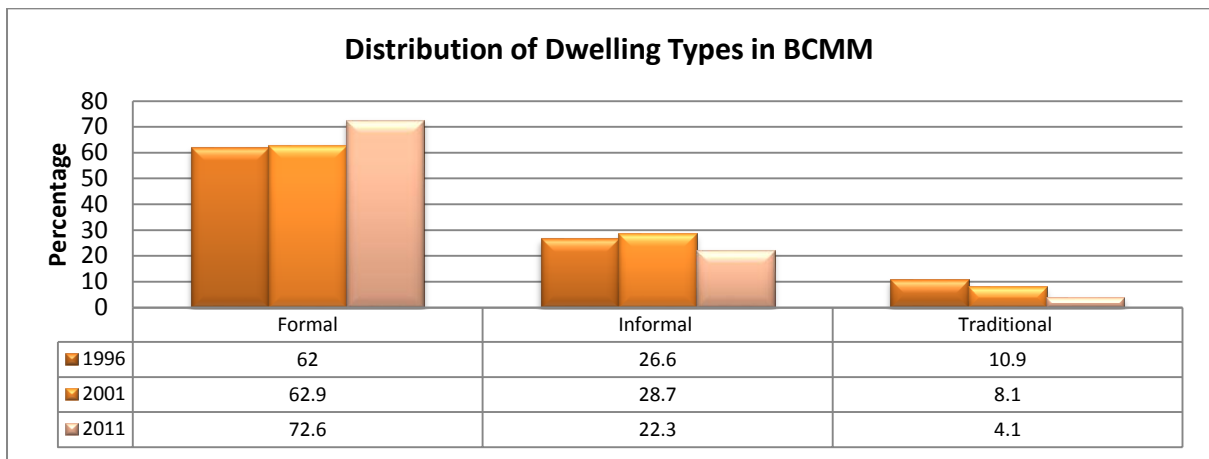
Table B2: BCMM households

Census 2001	Community Survey 2007	Census 2011
191 958	208 389	223 568

Source: Stats SA Census, 2011

- ✓ As shown in the table above, there has been an increase of 15 179 new households from 2008 to 2011. It must be noted that an increase in the number of dwelling units does not necessarily equate to a correlated increase in population as recent surveys have shown a trend for households to “split”, whereby large families will occupy several small informal structures (either attached to a formal dwelling or in a separate locality) as the children of the household get older and require more personal space.
- ✓ This results in lower occupancy rates per unit, which in turn equates to an increase in demand for housing. Such demand, however, does not necessarily indicate a commensurate growth in population thus putting pressure on the need for accommodation and hence infrastructure

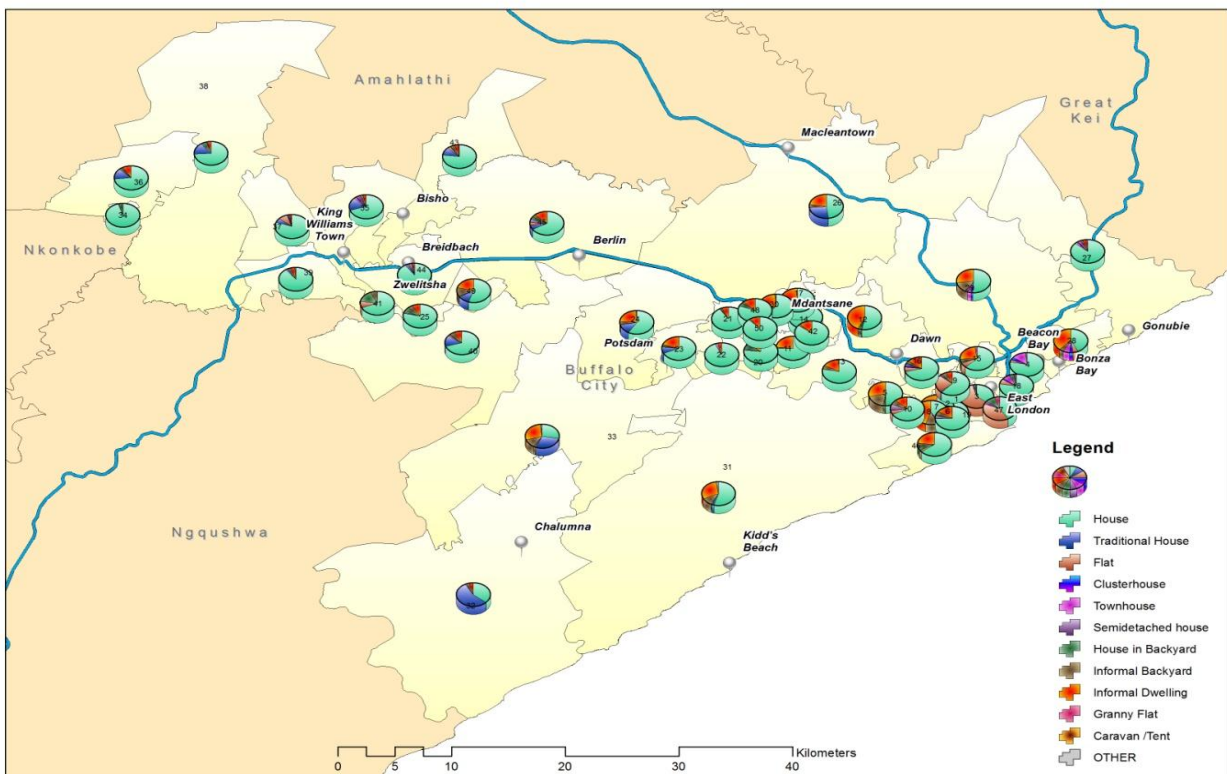
Figure B7: Distribution of dwelling types



Source: Stats SA Census, 2011

The graph above shows an increase in formal dwellings up by almost 10% from 2001 and a decline in informal dwellings and traditional ones. Whilst there is a decline in informal dwellings and traditional dwellings, it could not be ascertained if this translated to the majority of people being housed in formal homes, or it could also mean that the majority of our people are overcrowded in the few available informal dwellings.

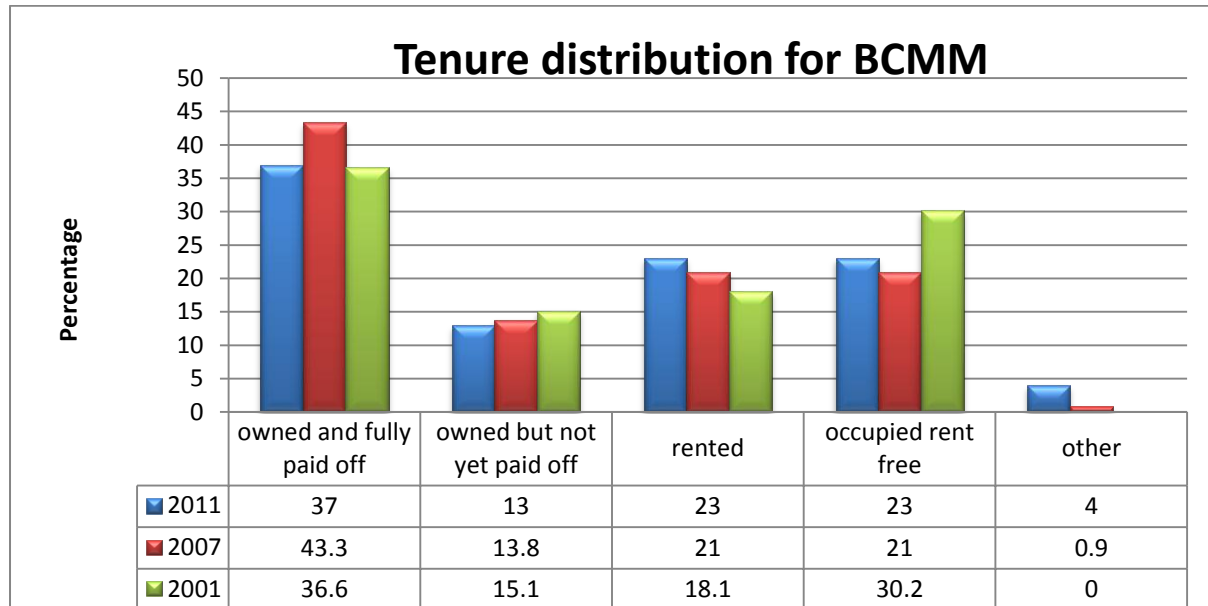
Figure B8: BCMM Housing typology



Source: BCMM GIS UNIT

- ✓ The projections represent a potential growth over a 15 to 20-year period of some 270,000 people, which has consequences for the spatial requirements for development (especially housing and associated social facilities).

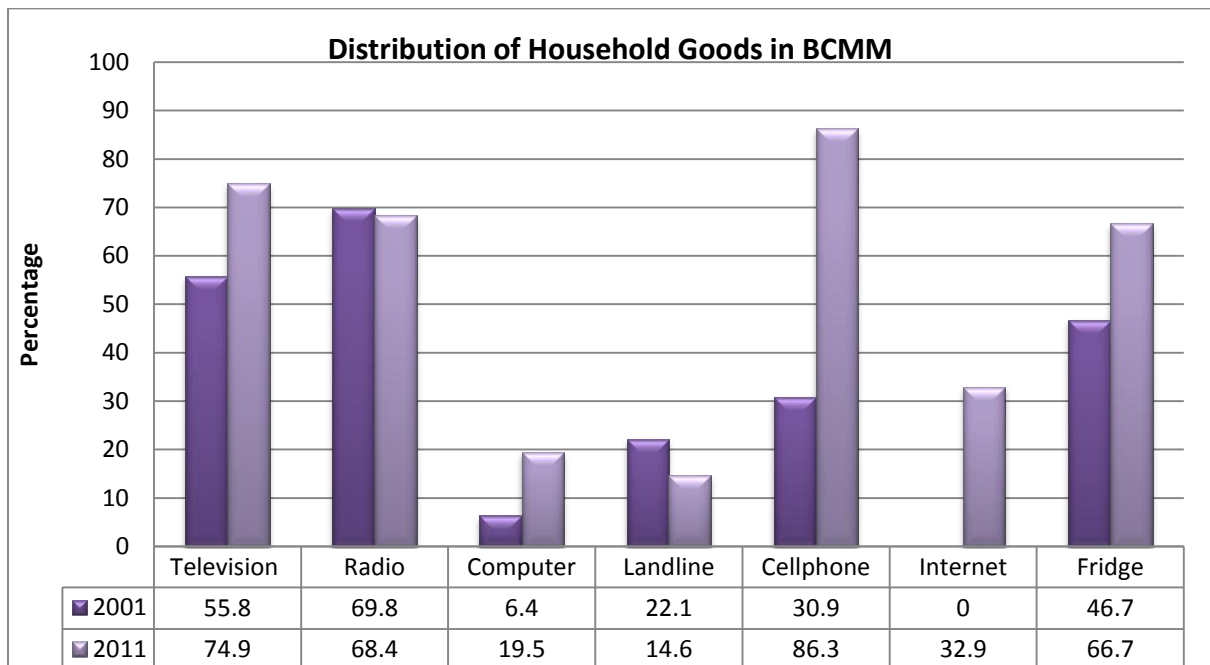
Figure B9: Tenure distribution



Source: Stats SA Census, 2011

Figure B9 shows a decrease in the number of owned and fully paid off homes between 2007 and 2011, though the value is an increase from 2001 census. This could be due to the fact that 2007 was a community survey and 2011 a census, such discrepancies can be expected.

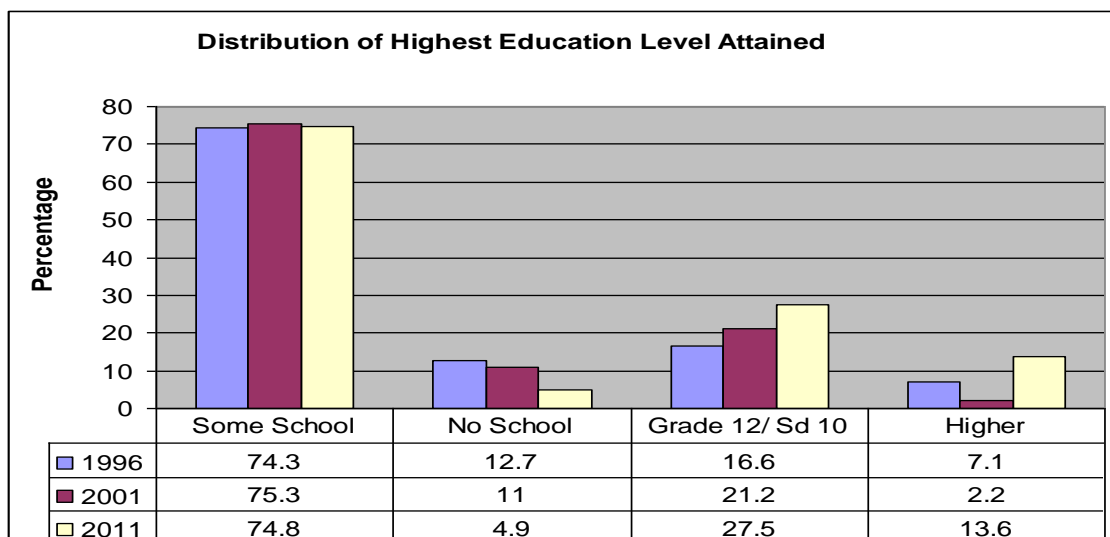
Figure B10: Distribution of household goods



Source: Stats SA Census, 2011

The figure above shows that people within Buffalo City are increasingly embracing technology, with increases in numbers that own or have access to televisions, computer, cell phones, fridges and internet, while there is general decline in people who own radios as these can be accessed from cell phones and decoders nowadays. There was also a general decline in landline as they are fast being replaced by cellular phones. This could be an indication of an improving standard of living and better quality of life.

Figure B11: Distribution of highest education level attained



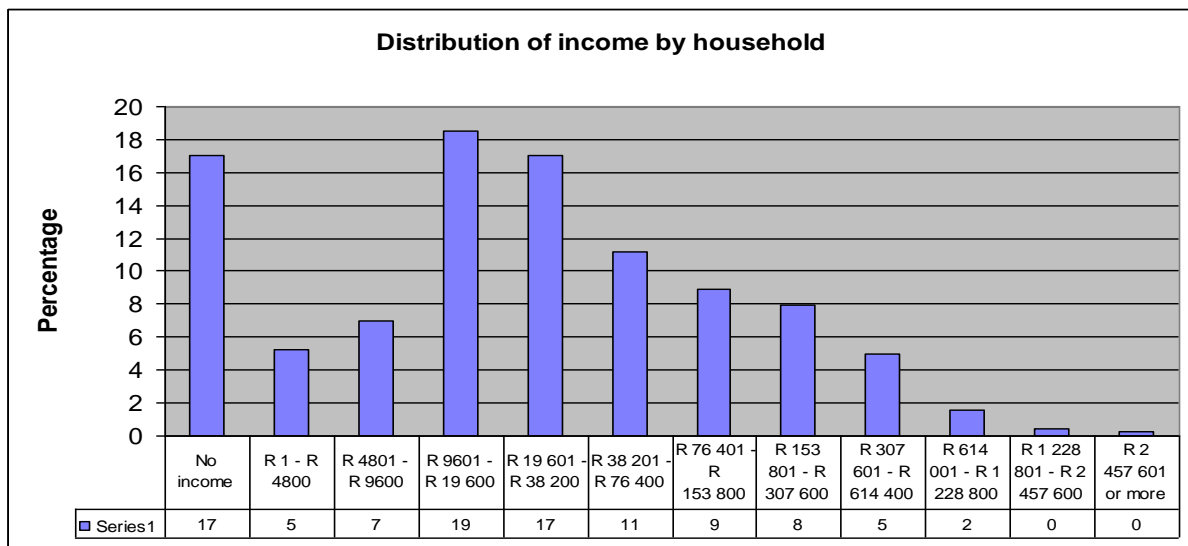
Source: Stats SA Census, 2011

Literacy level is defined as the percentage of people 20 years of age or older with Grade 5 or less. Census 2011 puts this figure at 33.63% and this is very high by any standards for BCMM, though it lies

below the provincial average of 44.35%. The highest level of education is a masters or doctorate which about 0.39% of the population has attained. Only about 1.45 % of the BCMM population has attained a bachelors, honours, masters or doctoral degree.

The graph above also shows that the proportion of people who completed Grade 12 has increased over time. Buffalo City is also amongst the districts that have the highest proportions in the province at 27, 5% in 2011. Proportions of people with higher education also increased. The table also shows a significant decline in the proportion of people with no schooling.

Figure B12: Income per Household



Source: Stats SA Census, 2011

The poverty datum line is at R20000 per annum. This implies that about 48% of the households live below this figure, and only 2% earn the highest earnings of the municipality R614 001 – R 1 228 800.

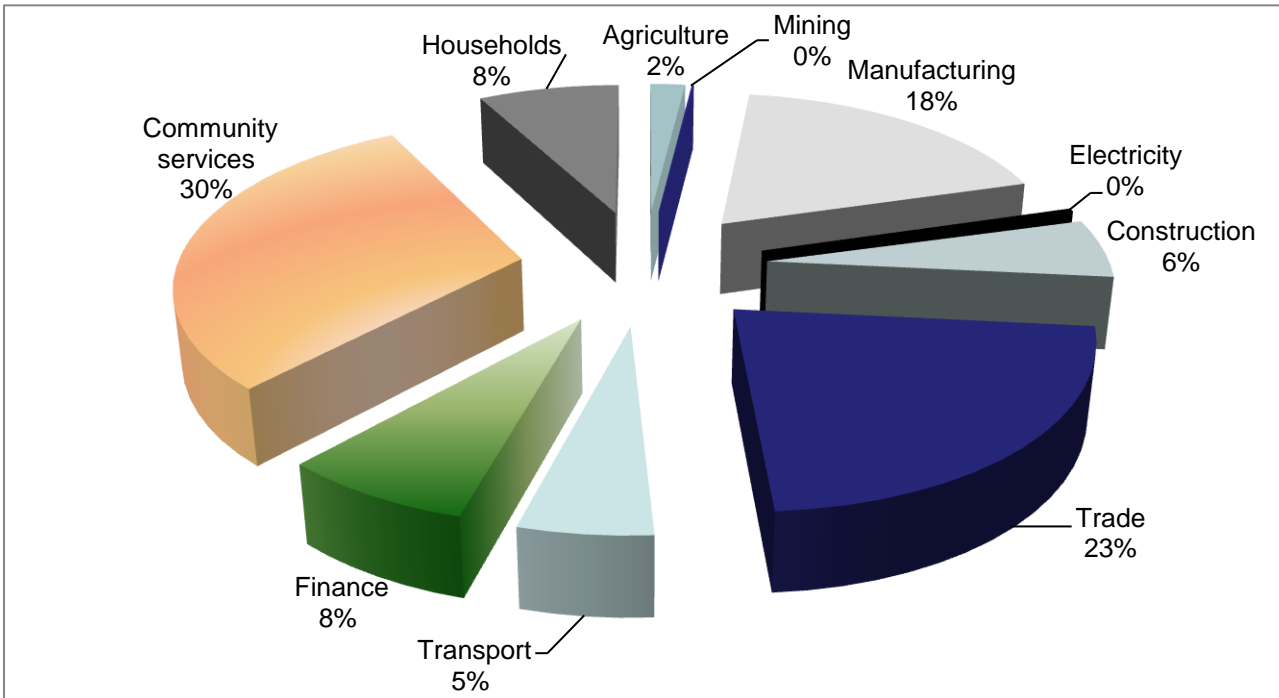
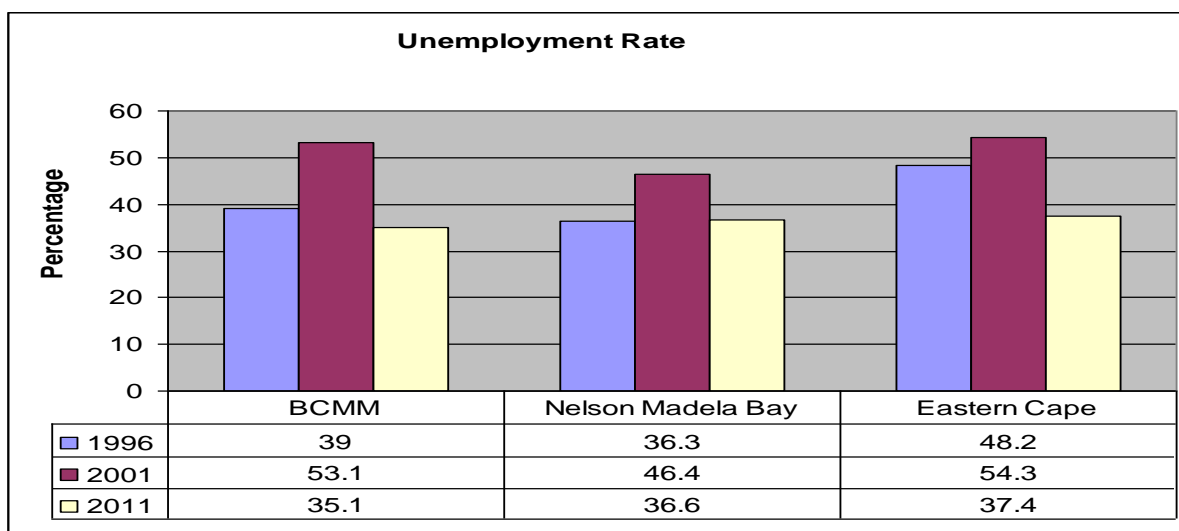


Figure B13 : Labour Market

Source : ECSECC , 2010

- ✓ As illustrated in the chart above, the community services sector employed about 30% of the employed in BCMM. This is followed by trade, 22 % and manufacturing 19%. It is interesting to note that the finance sector, the largest sector by size, employs only 8% of those employed in BCMM. It is also interesting to note that a new sector emerges when we look at employment figures in the form of the households sector.
- ✓ This sector refers to employment around households and currently accounts for 8% of all jobs in BCMM. Construction accounts for about 6% of the total jobs, agriculture employs 2% of the employed.
- ✓ The community services sector continued to employ people, even during the recession as there was an increase in the number of people employed. However, the sectors that rely on industry (trade, manufacturing and transport and construction) all shed jobs between 2008 and 2009.

Fig B14: Unemployment rate in BCMM 1996 to 2011



Source: Stats SA Census, 2011

It must be noted that these figures indicate the status quo on the period during enumerations and as such reliable statistical figure to be taken from labour statistics published quarterly.

The fact that these values may not be so accurate does not diminish the point that on average the trend is such that unemployment rate is better for BCMM as compared to that of Nelson Mandela Bay Metropolitan Municipality as well as the province as whole, because the error in calculation is inherent in both so the general trend is exhibited though.

After a period of decline from 2005, the unemployment rate at Buffalo City started to trend upwards especially during the period 2008 and 2009. This can be attributed to the recession which led to the loss of 5400 jobs as alluded to earlier. The number of unemployed people also increased accordingly to 82 000 during the period under discussion. With the expected recovery that is expected during 2010, the figures are expected to look much better.

The causes for unemployment are very complex can be attributed to several factors such as:

- A slowdown in economic activity and inadequate economic growth leading to stagnation in the labour market,
- The inability of the formal and informal economy to create sufficient employment opportunities for a growing population,
- The increasing trend towards capital intensity in the South African economy due to labour market unrest, the influence of trade unions, the generally low level of skills, and rigid and inflexible labour markets, and
- General uncertainty regarding future economic prospects.

Table B3: HDI from 1996 to 2009

Year	National	Eastern Cape	Amathole	BCMM
------	----------	--------------	----------	------

			District	
1996	0.56	0.49	0.50	0.58
2000	0.57	0.50	0.51	0.60
2006	0.58	0.51	0.53	0.61
2007	0.58	0.51	0.53	0.61
2008	0.56	0.49	0.51	0.60

Source: ECSECC, 2010

- ✓ The Human Development Index (HDI) is an indicator which measures development. It measures life expectancy, literacy and income of a particular district. It is measured on a scale of 0 to 1 and an HDI should preferably be above 0.50 to represent an acceptable level of development. Buffalo City has a higher level of HDI than the Amathole District, the Eastern Cape and National HDI. This can be explained by the presence of good education facilities within the area, a vibrant economy as well as good health facilities. The HDI has improved from 0.58 to 0.60 between 1996 and 2009.

Table B4: Gini Coefficient

Year	National	Eastern Cape	Amathole District	Buffalo City MM
1996	0.62	0.62	0.60	0.59
2000	0.65	0.65	0.64	0.63
2006	0.67	0.66	0.66	0.65
2007	0.66	0.66	0.66	0.65
2008	0.66	0.66	0.65	0.65
2009	0.65	0.65	0.64	0.64

Source: ECSECC Data, 2010

- ✓ The Gini coefficient is a summary statistic of income inequality, which varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns all the income and other households earn nothing). In practice the coefficient is likely to vary from approximately 0, 25 to 0, 70. The figures for Buffalo City as illustrated in table above indicate that inequality has been increasing in Buffalo City from 1996 even though this has slackened between 2008 and 2009. Comparisons with the Amathole District, the Eastern Cape and the rest of South Africa indicate that inequality is a countrywide problem.

Migration

Circulatory Migration and rapid uncontrolled urbanization has implications for housing tenure options types in the sense that not everybody residing in the metro will be requiring permanent ownership accommodation, but some people might only be needing access to a rental unit during the working week before returning to their permanent peri-urban and rural villages for the weekend.

Census 2011 indicated that the out-migration from the Eastern Cape Province amounts to 1,960,996 persons. The migration is mainly to the Western Cape (888,609) followed by Gauteng (529 149) and to KwaZulu Natal (278 840). In-migration to the Eastern Cape is only 307,852 in relation.



Figure 15(b) : Percentage In and Out Migration from Eastern Cape Province

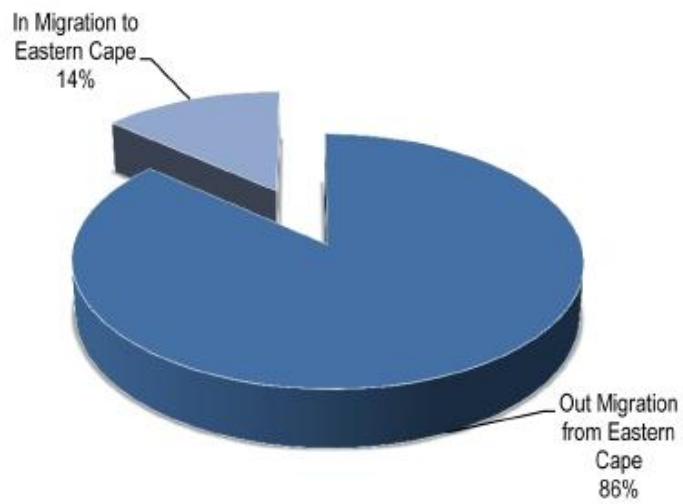


FIGURE: MIGRATION PATTERNS BETWEEN PROVINCES

1.1.2.4 Local Economy

Buffalo City is classified nationally as having “medium potential” and is therefore not seen to be a national development priority, with Coega and Nelson Mandela Metro receiving priority in terms of the allocation of national infrastructure funding. This situation exists partly because of a lack of national understanding regarding the critical importance of Buffalo City in servicing a broader regional and rural economy which contains about 4 million people. The success of the Buffalo City and regional economy cannot be separated.

The City acknowledges that low economic growth and a high rate of unemployment are still prevalent and present a major challenge. This further translates to relatively high levels of poverty which is widespread within the City.

Historically, levels of development in the Buffalo City area have been negatively affected both by its comparatively distant location in relation to the major centres of economic activity in South Africa (Johannesburg, Cape Town and Durban) and by the previous socio-political and economic impact of policies.

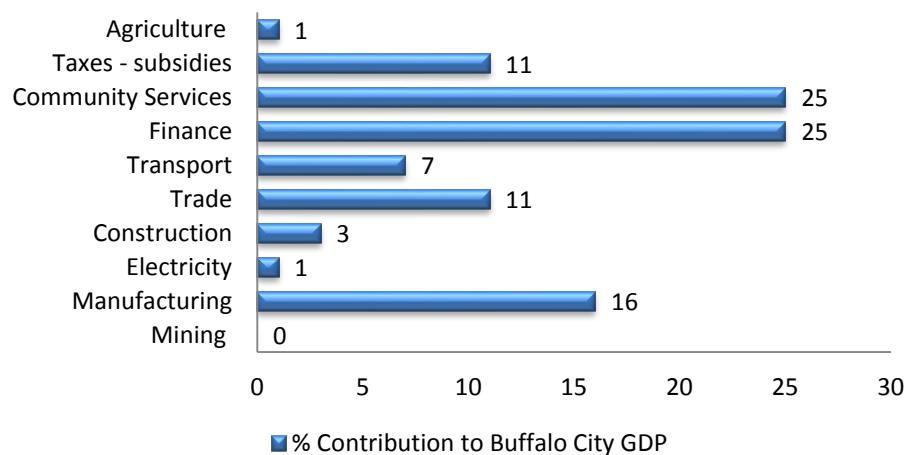
Consequently, while it is home to some 1,020,000 people, the majority of these are disadvantaged by their impoverished circumstances and low levels of skills. Disposable income, too, is scarce in Buffalo City as a whole and there is a consequent need to focus on overcoming the legacy of under-development affecting its people and the local economy.

This legacy of uneven and relatively low economic growth in Buffalo City has resulted in, and compounded the consequences of, a land use and settlement pattern that is characteristically fragmented and predominantly of a low density.

The following features are noted: -

- ✓ The Gross Value Added by the region is R30 billion (ECSECC, 2010)
- ✓ The Gross Domestic Product by the Region is R34 billion (ECSECC, 2010)

Figure B15: % Contribution to Buffalo City GDP



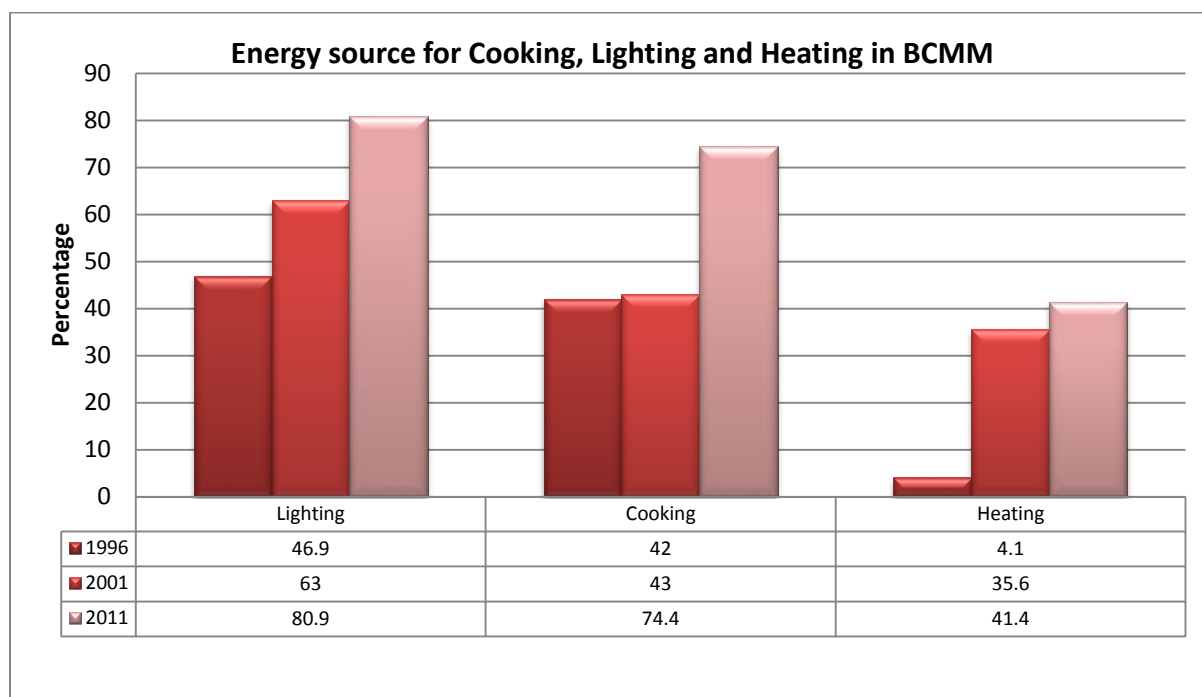
- ✓ There is a concentration of economic activity in centres such as the East London and King William’s Town Central Business Districts, and in areas such as Vincent and Beacon Bay (Regional Shopping Centres).

1.2 Access to Municipal Services

The section below reflects the level of access to municipal services that communities within the Buffalo City Metropolitan area enjoy. Services that are reported on are energy/fuel, water and sanitation as well as refuse removal. A comparison is made between 2001 census data, 2007 Community Survey and the 2011 Census. The statistics generally indicate an upward trend since the 2001 Census in terms of community access to municipal services

1.2.1 Energy/Fuel

Figure B16: Percentage distribution of households by type of energy used for lighting, cooking and heating, BCMM, 1996, 2001 and 2011



Source: Stats SA Census, 2011

Source: Stats SA Census, 2011

Figure B16 shows that in 1996, 2001 and 2011 electricity has been the main energy source for lighting. The use of electricity by households as the main source of lighting rose from 46,9% in 1996 to 63% in 2001 and to 80,9% in 2011. The use of electricity for cooking has also increased from 42% in 1996 to 43% in 2001 and to 74, 4% in 2011. For heating the use of electricity increased significantly from 4,1% in 1996 to 36% in 2001 and to 41,4% in 2011.

Table B5: Percentage distribution of households by type of energy / fuel used for heating

	Census 2001	CS 2007	Census 2011
Electricity	35.6	46.5	41

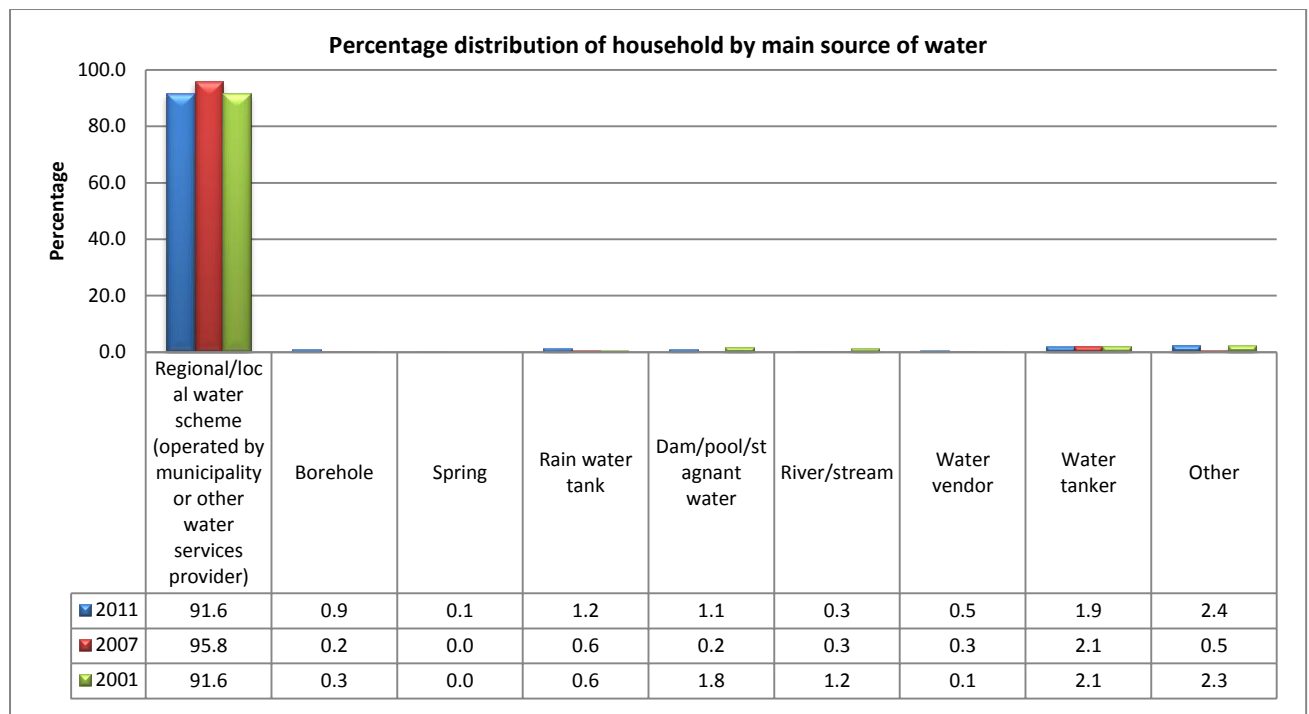
Gas	1.0	1.1	2.2
Paraffin	46.5	43.3	33.7
Wood	11.0	6.0	4.8
Coal	0.6	0.4	0.6
Animal dung	0.3	0.1	0.1
Solar	0.1	0.1	0.4
Other	4.8	2.7	22.9
Not applicable	0.0	-	
Total	100.0	100.0	100.0

Source: Stats SA Census, 2011

The main source of energy / fuel used for heating in 2001 was paraffin at 46.5%, this figure changed slightly to 43.3% in 2007 and it further decreased to 33.7% in 2011. Electricity consumption rose from 35.6% in 2001 to 46.5% in 2007 and dropped to 41% in 2011. Usage of wood decreased from 11.0% in 2001 to 6.0% in 2007 and to 4.8% in 2011.

1.2.2 Access to Water

Figure B17: Percentage distribution of households by main source of water, BCMM, 2001, 2007 and 2011

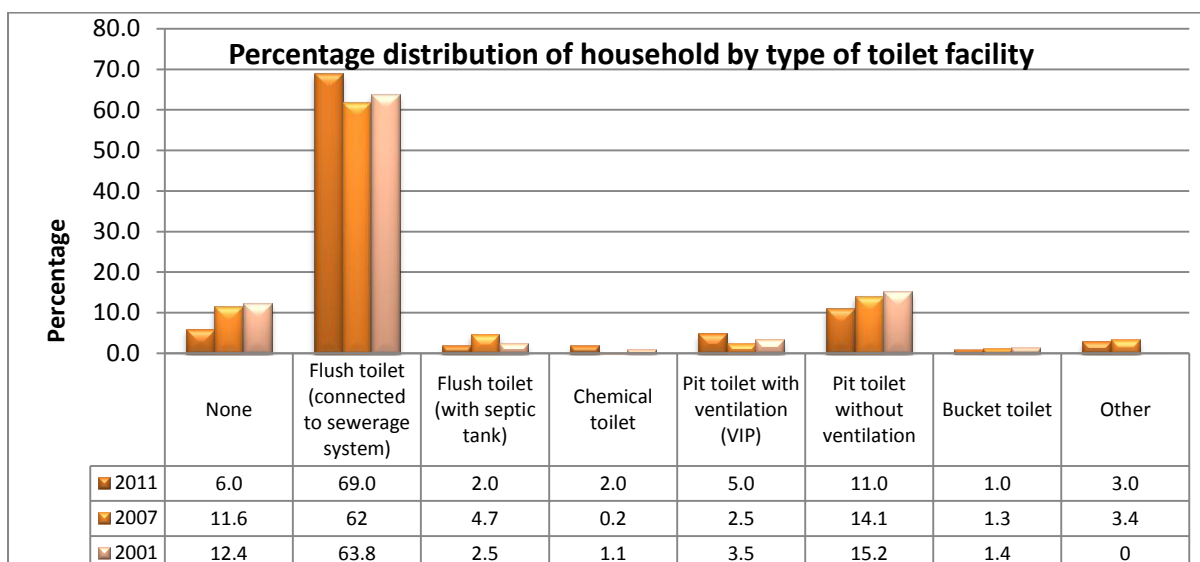


Source: Stats SA Census, 2011

Figure B17 shows that the majority of households (92%) in the Metro obtain water from a water scheme operated by the municipality, whilst there has been a slight increase in those who receive water from a spring or a rain water tank.

1.2.3 Sanitation facilities

Figure B18: Percentage distribution of households by type of toilet facility, BCMM, 2001, 2007 and 2011

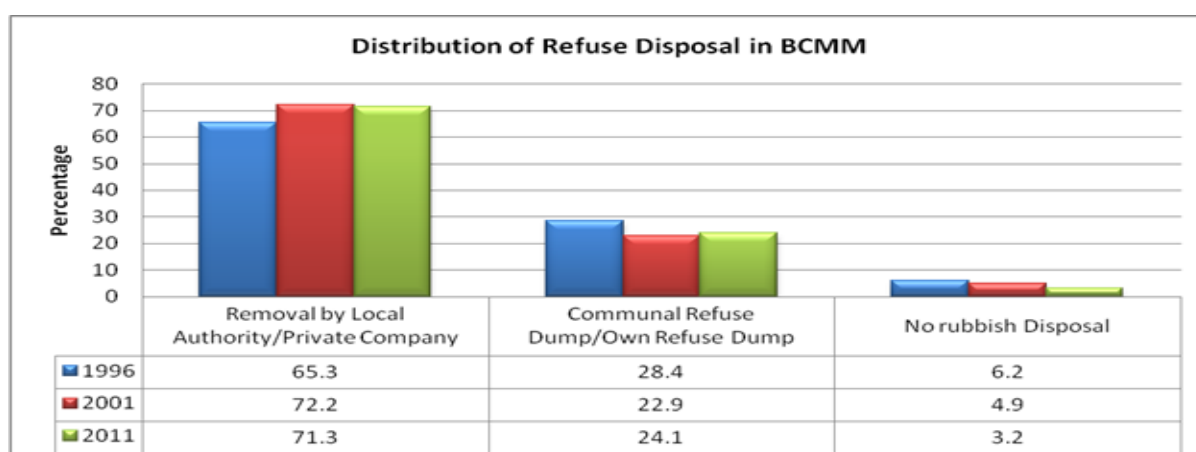


Source: Stats SA Census, 2011

Figure B18 indicates that the percentage of households with access to flush toilet connected to a sewerage system increased from 63,8% in 2001 to 62,0% in 2007 and to 64% in 2011. While the use of pit latrines (without ventilation) declined from 15,2% in 2001 to 14,1% in 2007 and further to 11% in 2011. However the proportion of households without access to any toilet facility also declined from 12,4% in 2001 to 11,6% in 2007 and to 6% in 2011. The bucket system has also registered a steady decline from 1,4% in 2001 to 1,3% in 2007 and to 1% in 2011 which is an indication of inroads the City is making towards total eradication.

1.2.4 Refuse Removal

Figure B19: Percentage distribution of households by type of refuse disposal, BCMM, 1996, 2001 and 2011



Source: Stats SA Census, 2011

Figure B19 shows that the percentage of households whose refuse was removed by local authority at least once a week increased from 65,3% in 1996 to 72,2% in 2001. However, there has been a decrease from 72,2% in 2001 to 71,3% in 2011. The graph also shows the percentage of households that relied on

their refuse dump increased from 22,9% in 2001 to 24,1% in 2011. With regard to no rubbish disposal, there has been a decrease from 4,9% in 2001 to 3,2% of households that did not have rubbish disposal.

2. KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The legal framework guiding the institutional aspects of the IDP is contained in acts such as the Municipal Structures Act 117 of 1998, the Municipal Systems Act 32 of 2000, the Municipal Finance Management Act 56 of 2003, as well as the labour legislation applicable to all workplaces in the Republic of South Africa.

This section will deal with the following issues:

- Human Resource Management and Development
- Information Technology and Support
- Facilities Management
- Knowledge Management, Research and Policy
- GIS, Mapping and Demographics

2.1 Human Resource Management and Development

2.1.1 Employment Equity

The current Buffalo City Metropolitan Municipality Employment Equity Plan expired on the 30 June 2012. A draft plan has been developed as laid down in Section 20 of the Employment Equity Act of 1998. Section 20 of the Employment Equity Act requires that a designated employer must prepare and implement a plan to achieve employment equity, which must:

- have objectives for each year of the plan;
- include affirmative action measures;
- have numerical goals for achieving equitable representation;
- have a timetable for each year;
- have internal monitoring and evaluating procedures, including internal dispute resolution mechanisms; and
- identify persons, including senior managers, to monitor and implement the plan.

Numerical goals and targets are set for each occupational level in BCMM informed by the workforce analysis that was conducted. When the numerical goals were set the following provincial Economic Active Population (EAP) percentages were used.

Table B6: Percentage of Economically Active population

GENDER & RACE	AM	CM	IM	WM	AF	CF	IF	WF
EASTERN CAPE EAP %	39.3%	5.9%	0.8%	5.6%	37.8%	4.8%	0.6%	5.1%

The BCMM employment equity plan commenced on the 1 July 2013 to 30 June 2014. The table B7 below represents the draft employment equity plan institutional numerical targets

Table B7: BCMM Employment equity targets

OCCUPATIONAL LEVELS	African Male	Coloured Male	Indian Male	White Male	African Female	Coloured Female	Indian Female	White Female	TOTAL
21-24 Target	4	1	0	1	3	0	0	0	9
21-24 Current	6	1	0	0	2	0	0	0	9

OCCUPATIONAL LEVELS	African Male	Coloured Male	Indian Male	White Male	African Female	Coloured Female	Indian Female	White Female	TOTAL
15-20 Target	44	7	1	6	42	5	1	6	112
15-20 Current	42	6	3	35	19	0	2	4	111
13-14 Target	19	3	0	3	19	2	0	2	48
13-14 Current	16	3	2	16	10	1	0	0	48
5-10 Target	134	20	3	19	129	16	2	17	340
5-10 Current	92	17	8	69	116	20	2	18	342
11-12 Target	770	116	16	110	741	94	12	100	1959
11-12 Current	792	178	32	169	534	112	16	127	1960
2-4 Target	834	125	17	119	802	102	13	108	2120
2-4 Current	1384	31	7	10	675	8	1	4	2122

2.1.2 Skills Development

Skills development of human capital is one of BCMM's priorities. To this effect, BCMM annually develops a Workplace Skills Plan (WSP) which sets out the training needs and plans for the financial year for both Councillors and staff. Such plan is then submitted to the Employment Equity and Training Steering Committee for consultation and finally to Council for approval. The Workplace Skills Plan (WSP) is submitted to the Local Government SETA (LGSETA) by the deadline of 30 June every year as well. In preparation for the 2012/13 WSP, the Department of Co-operative Governance (DCOG) has provided municipalities nationally with a web-based skills audit tool to be used in the skills audit process.

Web-based skills audit questionnaires have been circulated electronically to Buffalo City Metropolitan Municipality employees as well as paper-based questionnaires to employees who do not have access to computers in order to capture their skills audit information on the skills audit web-tool supplied by DCOG. DCOG has also developed a data-dictionary which contains all occupations in the local government sphere, as well as skills and competencies attached to each occupation, in order to assist in determining the skills gaps and formulating Personal Development Plans. A framework document for Capacitation and Professionalisation of municipal officials in various fields of work is underway with BCMM participating in the provision of input in the document. The document will provide a blue print for the development of human resources in the local government sector.

A total of 3336 employees in the entire organisation have already undergone the assessment through the gap-skill web-tool as well as the completion of their Personal Development Plans. COGTA has also developed a data-dictionary which contains all occupations in the local government working environment as well as skills and competencies attached to each occupation to assist in determining the skills gaps and formulating Personal Development Plans. The budget for skills development has been raised from an amount of R6m over the previous years to an amount of R12m which is equivalent to the IDP Target of 1, 6% of the Total Payroll.

Buffalo City Metropolitan Municipality has also embarked on an intensive Municipal Finance Management Program for officials who are affected by the National Treasury Regulations on Minimum Competency Levels published in the Government Gazette Volume 54 No. 29967 of 15 June 2007. A group of ten affected officials were enrolled and completed the program during the 2008/2009 financial year. A group of 17 affected officials has also been through the same program. An additional group of 20 officials who will make up a talent pool for future human resource needs in the organization is currently enrolled on the program.

The problem of the existence of the HIV/AIDS pandemic amongst staff members in the institution is exerting some pressure to engage in a multi-skilling exercise right through the institution as part of the

Human Resource Management Strategy and also the **Talent Retention and Management Strategy** in order to have a pool of competent staff as a back-up in times of need. Both strategies are under review with Talent Management already advancing on scarce skill retention through scarce training programs and assistance of individuals on scarce skills occupations with payment of subscriptions in Professional Institutions and attendance of conferences/seminars there from.

BCMM is implementing some human resource development initiatives such as learnerships, skills programs, and internships targeting scarce skills occupational areas as well as in-service training for students, Adult Basic Education and Training (ABET), apprenticeships, as well as bursaries to both members of the public and staff members. Partnerships with interested parties for human resource development initiatives have been formed with stakeholders like Mercedes Benz South Africa (MBSA) where there is information sharing as well as with National Treasury which has also committed itself to assist financially over a three year period with an Infrastructural Skills Development Grant focusing on capacity building of staff in the Electrical Engineering and Built Environment areas of work.

2.1.3 Job Evaluation

During September 2012 the South African Local Government Association (SALGA) issued a Circular to all Municipal Managers that introduced a new T.A.S.K Job Evaluation (JE) Policy for implementation by all Municipal Managers. Preparatory processes for the ongoing maintenance phase of the job evaluation process in terms of the SALGAJE Policy are currently underway and will be implemented only after the Unions have been consulted via the Local Labour Forum, and approval has been obtained from Council. This exercise will need a support structure to be able to carry it forward.

2.1.4 Occupational Health and Safety

Buffalo City Metropolitan Municipality needs to comply with the requirements of the Occupational Health and Safety Act of 1993, as well as regulations to provide for the Health and Safety of persons at work. All accidents and injuries sustained at work are investigated by Management in order to determine preventative measures and necessary action to rectify below standard work environment and employee behaviour.

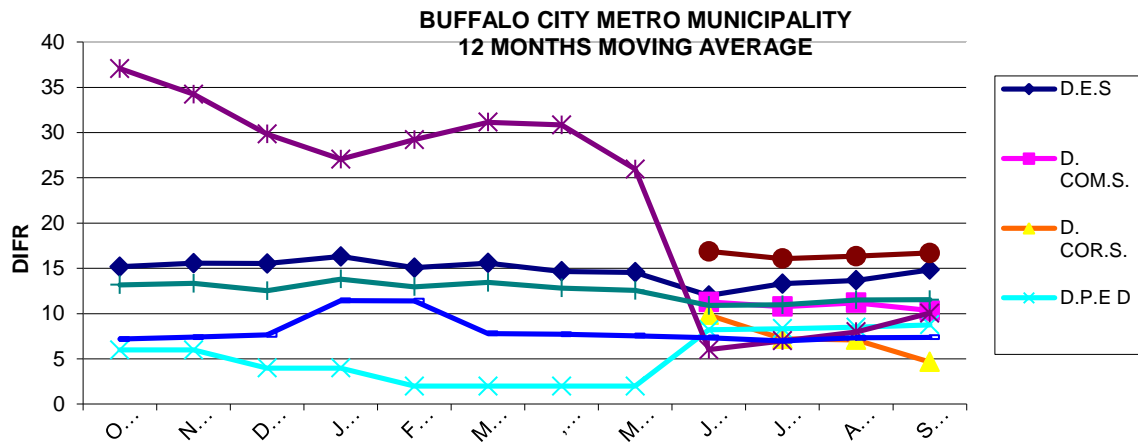
The Municipal Executive Safety Committee holds monthly meetings under the chairmanship of the Director of Corporate Services to keep track of any outstanding accident reports or outstanding accident prevention measures that need to be implemented. Safety committee structures are in place in all Directorates and Departments. Safety representatives and Committee members are appointed in departments by their Directors. Monthly Departmental Safety meetings are held to monitor implementation of the Safety plan in the departments.

Technical and Safety compliance audits are conducted throughout the year. Safety deficiencies are reported to Management for corrective action. Safety / health Induction Program for new employees form part of the safety strategy. Induction Program on Occupational Health and Safety issues for new employees continues on a monthly basis.

A Safety workshop has been conducted over the period to train and inform employees and Supervisors on accident reporting and recording procedures. 5 Employees from Finance Meter readers attended.

The BCMM disabling injury frequency rate (DIFR) is stable but still remains slightly higher than acceptable levels (10 = 2%) (BCM Injury Frequency Rate = 11.5 or 2.3%). The frequency rate in the Directorate of Health and Public Safety is the highest at 16.7 or 3.3%, but the majority of injuries took place in the Directorate of Engineering Services. (See graph below). The BCMM DIFR of 11.5 relates to 11.5 employees being injured for every one million hours worked. Or it could also be expressed as a %

which relates to 2.3% for the reporting period. The industry norm is to attempt not to injure more than 2% of the workforce.



All municipal employees receive Primary Health care as well as Occupational Health services at the Employee Wellness Centre as and when required. Occupational Health awareness programmes in the form of Employee Wellness Days events and other awareness programmes like TB, Diabetes, Breast Cancer, Deafness and blindness awareness campaigns also form part of the employee health strategy.

Health education is ongoing on target groups and one on one session. Prophylactic treatment is given to H.I.V. positive clients who have not started ARV treatment. Education is also given on treatment compliance and the importance thereof. Counseling of clients with HIV/AIDS and social problems is also provided, as well as referral to EAP Practitioners for continued support.

2.1.5 Employee Health and Well Being

One of the key threats for BCMM is the occurrence of the HIV/Aids Disease at the workplace. In 2004, BCMM undertook an employee HIV/Aids Prevalence Study. The results showed that HIV/Aids prevalence was 10.3% among the BCMM workforce. BCMM has also implemented an Employee Wellness Program dealing with various aspects of employee wellness such as HIV/Aids, substance abuse, stress problems resulting from traumatic working situations, etc.

Awareness-raising has been done in different forms and platforms namely, candlelight memorials, World Aids Day commemoration, Workplace Educational sessions conducted by Peer Educators, etc. This has also been used as a marketing tool for the program with the goal of involving all BCMM employees. Support and involvement of line managers is still a big challenge with only a few managers that are showing interest and support for the program. BCMM has also seen the program taking a better shape with a number of employees disclosing their status and seeking help. This may be an indication that the program is being acknowledged and there is a decrease in discrimination and stigmatization of HIV positive employees.

The results indicate a drop in the prevalence rate from 10.3% in 2004 to 8.98% in 2007, to 3.17% in 2009 and 6.17% in 2011 demonstrating that the program has had an impact. It is also worth noting that the HIV/AIDS Prevalence exercise undertaken in 2004 was very much inclusive as all employees were

required to undergo the HIV/AIDS Prevalence testing. The HIV/AIDS Prevalence exercises conducted in 2007, 2009 and 2011 were mainly on a voluntary basis. The statistics of the National Department of Health on HIV/AIDS prevalence in the country in 2009 showed a prevalence rate of 29.4%. The Eastern Cape Province was reflected as having a prevalence rate of 28% with the SA general adult prevalence (15 – 49 yrs of age) showing a rate of 16.9%. There is still a great challenge to further reduce the rate of the occurrence of the pandemic from the current rate down to lower until we reach a rate of zero existence.

The Siyakhana Project which is a partnership between BCMM and Mercedes Benz of South Africa also provides for the employees to undergo Voluntary Testing and Counseling on the HIV/AIDS pandemic as well as treatment where necessary. Further campaigns for checking on HIV/AIDS Prevalence in organization will be rolled out through planned HIV/Counseling and Testing (HCT) events which are scheduled periodically.

One of the ways in which BCMM supports the occupational health and well-being of its employees is through the Integrated BCMM Employee Wellness Program encompassing the Employee Assistance Program and the Occupational Health and Safety Program. Elements of an Employee Assistance Program include dealing with life skills empowerment, change management, substance abuse, disability and incapacity. BCMM is starting up a process of extending its employee wellness services to the Inland Region by opening up a Satellite Employee Wellness Centre in King Williamstown. Arrangements are currently underway for staff to be placed in the satellite centre to provide the services.

2.1.6 Employee Performance Management System

Performance Management is a tool to ensure that the aims and goals of the IDP are implemented, measured, monitored and reported for all the staff within the institution. The idea is to ensure that all staff is aware of the IDP goals, capacitated to achieve such goals and remedial actions taken timeously where required.

Prior to July 2011, Employee Performance Management System (EPMS) fell under the Directorate of Executive support coordinated by the IDP/BUDGET/PMS Department. The coordinating function now falls under the Directorate of Corporate Services and a Draft EPMS Policy and Framework was adopted by Council the 31st of July 2012. Councillors and Labour representatives held a workshop on the 31st of August 2012 to further fine tune the policy, framework and an implementation process plan before the final adoption of the documents possibly before the end of the 2012 calendar year.

The Process Plan envisages an incremental training and implementation of EPMS cascading it from directors to programme managers by June 2013 and to all task levels by June 2014 with the expectation that it will be implemented fully by all staff members from July 2014 going forward.

2.1.7 Overtime

Overtime has been a long standing problem for management to control due mainly to the following:

- Excessive overtime being worked
- Overtime not being properly approved in advance
- Overtime being incorrectly remunerated

Revised control measures were implemented in 2011 by the management. Although such control measures improved the above problems, they have not yet been resolved. An internal audit report reflected that numerous problems still exist, notwithstanding the fact that overtime has effectively been reduced by approximately 5%.

This situation has necessitated that management further revises the control measures re overtime. The following steps are to be taken during the 2011/12 financial year:

- Submission of overtime is to be done electronically
- The overtime forms are to be simplified and consolidated into, form to ensure submissions are properly made
- Line management, attendance controllers and all staff are to be educated re overtime control procedures and payments
- An audit of all overtime payments for the past three years is to be carried out
- No overtime that is submitted without proper compliance of control measures will be paid.

2.2 Information and Communication Technology

Information Communication Technology (ICT) department at Buffalo City Metropolitan Municipality is responsible for providing services that enable the Municipal strategic objectives and external stakeholders. The Municipality has gone through major initiatives with the intention of enhancing Information and Communication Technologies services that are delivered to support its delivery objectives.

Information and Communication Technology improvement plan provides a solid ICT infrastructure provisioning platform of effective and efficient IT service provision to our clients. This platform focuses on IT Governance compliance, Applications Architecture, Infrastructure Management, Service Management and Security.

2.2.1 Application Architecture

Application architecture is programmable software, designed as a solution to specific environment to improve and automate the processes of the environment for an effective and efficient running of the operations.

BCMM with the assistance of the State Information Technology Agency (SITA) has recently concluded the Enterprise Resource Planning (ERP) System Feasibility Study. The objective was to have a blue-print of the future integrated system.

We are currently enhancing the Financial System (Venus) to address the following issues:

- Poor application functionality
- Lack of accurate information
- Lack of integration
- Unavailability of accurate and timely information
- Old and obsolete systems.
- Lack of flexible management reporting

The following projects are being undertaken:

- (i) **Implementation of the meter reading system**

This system will integrate with the financial system and will have enhanced reporting functionalities.

(ii) Website management

The objective of this project is to enhance the existing website with functionalities for e-services such as: online purchase of electricity, online application for services, valuation information enquiries, Municipal Accounts information enquiries by Municipal Clients, and so forth. The development of the website for Phase 1 is complete. A service provider has been awarded a tender for hosting the website on the Internet. Further funding for the maintenance of the website is required.

A challenge directly affecting this project is the fact that resources that were employed as developers were employed on a different capacity and the responsibility needs to be carried forward. Funding is still needed to carry out the associated tasks.

(iii) Implementation of the fleet management system.

This system will be used to efficiently and effectively manage all municipal fleet and equip the vehicle with trackers.

(iv) Implementation of the Biometrics management system.

The Biometrics Electronic Attendance System brings multi-level access control mechanisms (such as biological body features access, Pin numbers, passwords etc.) into the municipal environment. These mechanisms are to ensure that only allowed individuals have got access to our environment. The Human Resource component of the municipality is provided with mechanisms to effectively manage the time and attendance.

(v) Implementation of the eProcurement system.

This system provides the management tools of the entire Procurement process. Supplier Management, Supply and Delivery and Tender Management processes (*Formal and informal Tenders and 3 Quote system*), Supply Chain Procurement Structures and management (*Specification, Evaluation and Adjudication Committees*), Meeting, Logistics, Contracts and Buying processes are covered to automate the Supply Chain processes and greatly address the challenges of the manual systems and silo efforts. Production of informative reports to support the management decision making is key to the department and the municipality as a whole.

(vi) Implementation of the Efuel system.

The system is meant to implement effective management, monitoring, responsibility and accountability controls on the municipal fuel consumption.

(vii) Implementation of the Property Valuation System (CAMA)

This system automates management of the Property Valuation Processes and provides effective enquiry mechanisms to satisfy both the municipal and client information needs. The processes of this system are in line with the legislated Bills, Processes, Policies, Procedures,

Acts etc. surrounding the Property management issues of all spheres of government (Local, Provincial and National).

(viii) Implementation of the Debt Management system

This system will effectively automate the Debt Management processes. It will also assist, amongst many, on the effective revenue collection and reporting.

(ix) Implementation of the Venus Upgrade

The upgrade of the Venus system will grant the municipality a full view and exposure to a wider list of features that are available on the current version (Solar Venus). Over and above the feature upgrades, the system brings more advantages than the currently implemented version. To mention but one, the Solar Venus is a web system which widens the scope of access. More controls are security measures and Audit information for responsibility and accountability questions.

(x) Implementation of the Prepayment Vending System

These solutions are providing our clients with the convenience of purchasing electricity on their communities without any physical interaction with a human form. Services are accessible beyond the normal office hours which allows our clients to purchase when it is most convenient to them.

(xi) Implementation of the Supply of Desktop Project

A contractual agreement with a service provider to deliver the designated computer related equipment is required to address issues like the turnaround time associated with computer acquisitions. This annual contract will ensure the municipality of the agreed deliverable and timelines with the service providers.

Future Projects

(i) Enhancement of the modules relating to Human Resources system

These modules will address issues such as Leave Management, Individual Performance Management, Labour Relations Management, Vacancy Management as well as payroll management.

(ii) SharePoint Implementation

This is another step towards a paperless environment and effective document sharing, tracking and management. SharePoint will be fully implemented once the Enterprise Data Storage procurement process is finalised. This project will work hand-in-hand with the EDMS project, both taking advantage of the features that are advantageous to the municipality

SharePoint, amongst other critical features, is a powerful tool for Corporate Communication, Branding, Collaboration, media sharing, Organisational Content Management, and so forth. The municipality will have an innumerable number of benefits from the implementation of the

services presented by this feature rich tool. It is a standing requirement to invest funds on capacitating staff to full take advantages of such technologies.

(iii) Customer Relations Management (CRM) System

This system is planned to will strengthen the interdepartmental relationships as well as the relations between the municipal clients and the various municipal facets of service delivery. This is by means of allowing internal and external clients to centrally log calls/issues and systematically route those call to relevant pockets of the municipality for resolution. A structured management and monitoring of these calls, the information sharing through notifications, intelligent enquiries by relevant and affected areas of the municipality and informative reporting suitable for all levels of the organisation are some of the benefits meant to assist is building relations amongst all the stakeholders.

(iv) Integrated Voice Recognition (IVR) system

This system is meant to be an additional layer to provide high-tech features on top of the Customer Relations Management System. This allows an effective call logging mechanism that gathers more information and filters calls to relevant sections of the call center even before interaction with call center agents takes place.

(v) Performance Management System

This system will assist the municipality in effectively managing and measuring the efforts of delivery throughout the institution. It will also assist in ascertaining that the planned efforts are in line with the departmental and municipal wide strategic imperatives. These measures would also produce clear guidelines as to where the political and administrative leadership together with the executive management need to focus their investments to improve service delivery.

(vi) Fully Blown Implementation of Biometrics Electronic Attendance System

The Biometrics Electronic Attendance System brings multi-level access control mechanisms (such as biological body features access, Pin numbers, passwords etc.) into the municipal environment. These mechanisms are to ensure that only allowed individuals have got access to our environment. The Human Resource component of the municipality is provided with mechanisms to effectively manage the time and attendance. The System has commenced in this financial year in the ELCBD area and will be scaled to the rest of the Municipality buildings. The system under implementation shall utilize finger prints.

(vii) Asset Management System

This system will assist in effectively managing the municipal assets throughout the Asset Lifecycle. The standard asset management processes (such as allocations, valuations, maintenance, to the disposal processes) guided by the legislated provisions will control and monitor the asset management activities to ensure that the municipality is able to present and articulate the current assets into monitory terms. Through the accumulated asset information repositories, the municipality will be able to forecast the future investment needs and budgetary requirements to meet those investments.

(viii) **Security Management System**

This is a system that monitors the Security Management of all the systems. It provides a central security management throughout the municipal systems footprint. It is critical to protect Information as one critical organizational asset that gives meaning to other categories of assets, organizational efforts and how they assist in realizing organizational value. This system provides an all-inclusive overview of the control measures that are applied on all the municipal systems.

2.2.2 **Technical Architecture**

The Buffalo City Metropolitan Municipality consolidated and standardized its data-centre, that is, the operating platform for the applications, servers and data storage. Even though this was achieved to some degree, there still exists problems such as insufficient, unreliable, inaccessible environment, poorly integrated and non-standardized infrastructure. The majority of the buildings are linked to the BCMM network.

Key challenges with regard to technical infrastructure include the following:

- A slow and unreliable network backbone linking King Williams Town and East London.
- Lack of a disaster recovery site.
- Network redundancy such as broadband implementation since is an important aspect of communication.
- Insufficient storage space for day-to-day work.
- The majority of the application systems do not have valid contracts.

Better infrastructure is the core requirement for any new applications, critical for delivery of improved Information and Communication Technology Services. In order improve on the challenges mentioned above, ICT has embarked on the following projects:

- **Enterprise data storage for the Disaster recovery**

This project will address the storage and disaster recovery site challenges

- **Fibre Optic installation**

The Fibre Optic has been implemented in the CBD partially to improve connectivity issues. The next phases will address other areas within BCMM such as Mdantsane, King Williams Town, Dimbaza and Beacon Bay. The main priority will be rent offices as the strategy to enable Revenue Management to increase the revenue of the institution.

- **Infrastructure upgrade**

This project will address the restructuring of the entire Wide Area Network (WAN) to accommodate the increasing metro network capacity.

2.2.3 **Information Security**

Information is an asset, which like any other important business assets, adds value to the organization and consequently requires suitable protection. Major threats to adequate and

sustainable information risk management, as identified in Buffalo City Metropolitan Municipality, are:

- Lack of Information and Communication Technology Capacity (resources and skills) to cope with the additional responsibility of information security management;
- Policies, procedures and standards that are still to be endorsed by senior management and/or incomplete;
- No formal knowledge of criticality of information systems; and
- Lack of formal ICT Incident, contingency and disaster management plan and procedures those are not formally endorsed by senior management and/or incomplete.

The following has been achieved in order to address the challenges highlighted above:

- An ICT Improvement project has been initiated in order to address the skills shortage issues and to improve ICT service delivery.
- ICT Governance Framework, ICT Project Management Framework, ICT Security Policy have been developed and will be tabled at council within the current financial year.

2.2.4 ICT Challenges and Recommendations

The ICT Department is faced with a number of changes that have got a direct bearing on the quality and speedy service rendering. This section categorically highlights the challenges and the recommendations to address those recommendations to improve the Department.

(i) Capacity Development

The overarching challenge that is faced by the ICT Department is the lack of capacity. Generally, all the departmental sections are short-staffed. The majority of the other challenges are, one way or the other, linked to this problem. The ICT Department has conducted a needs analysis and consolidated a Needs Repository to address the capacity challenges. A separate Spreadsheet is attached to present these needs. (***Annexure A: BCMM ICT Capacity Requirements***)

(ii) Skills Development

Skills Development is one aspect that contributes to such as low Staff Moral, Inadequate Performance levels, Functions executed outside the realm of this era, etc.

The ICT Training Unit in consultation with the other units of the ICT department, has compiled a repository of skills need and is currently finalizing a Training Plan to address this challenge. **To be distributed.**

(iii) Infrastructure (Networks, Servers, Telecommunications)

Some of the critical challenges faced by the Infrastructure and Services units of ICT are:-

- Depending on equipment that has reached end of Life to deliver their services to the municipality. A recommendation is for the municipality to invest on new technology and skilling of personnel to be effective on supporting these technologies and carry on the advancements.
- Stalling of equipment on the remote distribution sites (e.g. *Lone Tree*). More security options have been idealized, but prove to be more expensive than the equipment they are meant to secure. On the other hand, the disturbed service when these pieces of equipment have been stolen is crucial for the municipality. A recommendation is to conduct a feasibility study for securing these site and procure a service to secure.
- Old technologies are used for our telecommunications, which attribute to unstained satisfactory service delivery on that end.

(iv) **New Areas of consideration within ICT.**

ICT Security and Audit

Sighting the importance of the corporate information, the responsibilities and accountability of the parties working with this information on a day-to-day basis is critically important. The Information Security functions are proposed to be merged with the ICT Audit functions, the Policies and Procedures be amalgamated with the organisation wide scope of controls. The ICT Security and Audit personnel would work hand in hand with the Internal Audit unit to allow the seamless gelling of these interlocking services.

Governance and Compliancy:

The Department of Public Service and Administration (DPSA) has issued a mandate to National, Provincial and Local spheres of Government to implement the **Corporate Governance of ICT and Governance of ICT** to strengthen ICT controls on all spheres of Government. The **Public Service Corporate Governance of Information Technology Policy Framework (PSCGICTPF) Version 1 of January 2013** produced by the Department of Public Service and Administration (DPSA) provides a framework that details the expected controls and capacity required to effectively acquire and manage ICT assets, services, personnel and so forth. To assist all spheres of government to implement, the DPSA has development an **Implementation Guideline for Corporate Governance of ICT Policy Framework (IGCGICTPF)**, which adopts **COBIT 5** as a Governance Process Framework of choice.

The implementation of this framework requires filling of the position of a Government Information Technology Officer (GITO), an ICT Manager, a Governance Champion and an Enterprise Architect to fully discharge the required functions. This move will assist the ICT Department in meeting the Audit Requirement consistently and assist the municipality as a whole on the effort to establish a conducive environment for clean audit. A recommendation is to, at least fill the ICT Management position with a permanent incumbent to drive the team with a clear vision, mission and objectives.

Some of the enabling **Policies, Frameworks** and **Plans** are indicated below:-

- Departmental Enterprise Architecture
- ICT Architecture
- Departmental Risk Management Policy
- Departmental Internal Audit Plan
- ICT Management Framework
- ICT Portfolio Management Framework
- Departmental Information Security Strategy
- Information Security Plan
- ICT Security Policy
- Departmental Business Continuity Plan

Reference documents are **Annexure C, D and E** (*CGICT Policy Framework, CGICTPF Implementation Guideline and CGICT Assessment standard* respectively)

Research and Development Unit

One of the benefiting factors of this problem is that the ICT Department does not have ample time to discharge the mandated functions. A Research and development Unit is required to keep the Department and the municipality abreast of the frequently changing Technologies, Innovative ways of Process Improvement, Service Rendering and Solution Proposition.

New and Market Driving Technologies such as Cloud Computing, Mobility and so forth, are changing the scene and the municipality and the government entities need to follow suit and take advantages of such improvements.

Affiliation to Professional ICT material is key to information dissemination, awareness on new technology trends, new ICT services, Updated standards etc. Knowledge is power.

Contracts Management Unit

Contracts Management is one of the critical units within the ICT Department. Working hand-in-hand with the organizational Contract unit, to ensure that the contracts between the ICT Department (on behalf of the Client Departments) and Service Providers are managed within the provisions of the legal requirements.

ICT Training Unit

Change Management is one of the most important disciplines required to ensure that the any change undertaken within the organisation brings about excitement and acceptance to employees, clients, strategic partners, process owner and that they embrace this change to fully take advantage of the benefits it brings to the fore. Training is one of the components that ensures

awareness of the change, what extent of change is required from the affected areas of the organisation and how those affected areas need to conduct themselves to be effective on their daily tasks.

ICT changes day-in and day-out. The ICT Training Unit is important to ensure that the training needs are investigated and addressed to keep the department and the municipality on a state of equilibrium.

(v) ICT Image throughout the organisation

It is a general perception within the municipality that ICT is about procuring ICT infrastructure, provides break-fix kind of services related to the ICT assets and is responsible for operating ICT gadgets. This perception limits the requirements and expectations of the municipality to what the organization knows of ICT.

The Service Management Unit of ICT is developing a Service Framework and a Service Catalogue, amongst other crucial documents, to document all the ICT services and the expected levels. This will greatly increase awareness and paint a clear picture of what ICT is and what service to expect.

2.3 Records and Decision Tracking

2.3.1 Document Management and Archiving

Archiving and Document Management is regulated by the Promotion of Access to Information Act (PAIA) and National Archives and Record Service of South Africa and the Records Management Policy and Procedure Manual and as such it deals with overall document management of the institution. The impending need for proper document management has necessitated that Buffalo City Metropolitan Municipality integrate its systems to ensure that there is compliance with the relevant Acts and that we properly document institutional information assets.

The current implementation of Electronic Document Management Systems (EDMS) bears testimony to the fact that the institution is going with times with regards to contemporary issues around archiving, the project has not reached its entirety, currently the change management and mentoring is being implemented.

Top Management meetings are now paperless, this is a saving to the institution in terms of printing costs. The hand holding sessions/ on job training for Councillors is currently being conducted approximately 89 Councillors have been trained on their workstations. A number of Councillors are using the Electronic Document Management at Council meetings. A number of Councillors are no longer carrying paper base agendas to meetings instead they bring their laptops with. This is a vast improvement as it is working towards transforming how BCMM conducts business.

According to the project plan the hand holding/ on job training sessions for officials commenced on 14 October 2013.

2.3.2 Challenges

The Electronic Document Management System is underutilized.

In addressing the challenge a service provider has been appointed to conduct on the job training/ hand holding sessions referred to in paragraph 2.3.1 for both Councillors and officials.

2.4 Facilities Management

The Buffalo City Metropolitan (BCMM) has a portfolio of approximately 1400 buildings providing over 854,000 m² of accommodation amounting to an asset value of approximately 1.5 billion rand, from which it delivers services to the community. These buildings are physical assets, which need to be properly maintained to ensure that they continue to function as efficiently and effectively as possible in supporting the delivery of a wide range of services. At the same time, the deterioration of buildings due to the lack of maintenance can lead to future financial burdens, pose health and safety, legal and other industrial relations issues and affect the delivery of services. Therefore, the maintenance of buildings is critical to the proper management of physical assets and the overall management of capital to achieve BCMM Council key policy objectives meet Government requirements and provide a good environment for staff and other users of BCMM buildings.

A policy for the management of maintenance is required to provide a consistent approach to the planning, management and reporting of building maintenance integrated with the Operational and Capital Strategy from an organisation wide perspective. This maintenance policy is to document and endorse the guiding principles for the management and delivery of building maintenance for BCMM and finally have these guiding principal putting to practice in the field through a Land & Property Maintenance System or program.

Note that the current status quo is that BCMM does not have a one stop shop for Facilities Management and Building Maintenance as this is decentralized under several directorates specifically referring to Local Amenities and Services (2.3.13) under Municipal Services and some functions under Property Management (2.3.5) in Development Planning in the Situation analyses.

A funding level of 1.4 % per annum of the value of building portfolio assets value is recommended as a minimum benchmark level to maintain the status quo. Funding over and above this benchmark level would be required in order to reduce the backlog maintenance. Currently the budget for Maintenance is less than 0.0086% of the assets value. (See table "A" - Maintenance Expenditure - Five-year resource plan)

2.5 Knowledge Management, Research and Policy

2.5.1 Introduction

BCMM as a developmental and learning organisation needs to capture and bank the institutional memory (transformation and innovation); learn from its experiences and best practices of others; as well as to encourage the establishment of informational networks and exchange. A learning organization is an organization skilled at creating, acquiring and transferring knowledge and at modifying its behavior to reflect new knowledge and insights.

2.5.2 Knowledge Management

BCMM realized the value of institutionalizing the knowledge assets within the municipality, and established the Knowledge Management & Research Unit in 2005. BCMM recognizes the critical nature of creating and nurturing an environment conducive to sharing and managing knowledge in order for the intervention to become sustainable and to deliver on its objectives. Knowledge continues to be the most important element of the Buffalo City Metropolitan Municipality's day-to-day operations. BCMM as a learning organization needs to capture and bank the institutional memory (transformation and innovation); learn from its experience and best practices of others; as well as to encourage the establishment of informational networks and exchange.

The Unit's strategic objectives exist to support the use of knowledge to achieve key IDP objectives by:

- Ensuring the identification and selection of key, strategically aligned and operationally essential knowledge needs and drivers;
- Creating and nurture a knowledge sharing culture and environment;
- Developing and establishing knowledge habits and practices;
- Identifying and making easily accessible, all the relevant knowledge assets and experts;
- Optimizing the use and application of existing technologies and ensuring an integrated systems thinking approach to future applications;
- Managing the journey of change required in practices, processes and behaviors
- Utilizing proven project management methods and an integrated systems thinking approach
- Driving the implementation of the Knowledge Management initiatives; and
- Identifying, nurturing and developing innovation within the City in pursuit of better and improved service delivery.

2.5.2.1 Research

In addition to the Knowledge Management function, the Unit is also responsible for coordinating the research needs of all Directorates and Departments. During the past year, the Knowledge Management and Research Unit have successfully undertaken numerous activities and tasks surrounding the research function at BCMM.

2.5.2.2 Policy

The Knowledge Management and Research Unit is also mandated to coordinate policy development and review at BCMM. Recent policy related achievements include the following:

The implementation of the Policy Framework and Guidelines adopted by Council in October 2005 across BCMM is ongoing. Uploading newly developed and reviewed policies, as well as research studies recently

concluded onto to the KM Policy Database Developing and facilitating regular reviews of policies in conjunction with the departmental policy owners.

2.5.2.3 Multi-media

The Unit also has multi-media functionality, through which various events, programmes and projects, as identified and requested by individual departments, are captured by means of digital camera, and transformed into DVD productions through the Unit's multimedia editing equipment.

2.5.3 Challenges

2.5.3.1 Lack of a coordinated internal research agenda for BCM

Internal research agenda needs to be properly coordinated. This process will result in sharing of information and cross-referencing in order to avoid duplication. This will enable all Directorates to know what research will be conducted in BCM. The **Research Committee** needs to be revived that will discuss and prioritize research agendas for the Municipality. The various Directorates will submit all their research needs, questions and budget requirements to KM & Research Unit where the **research budget** will be housed. The budget for all research will be managed by a Research Committee constituted by Directors and or General Managers from the various Directorates. A **Research Ethics Committee** will be appointed to manage ethical issues related to the studies to be conducted. Universities in the Province will be approached to form part of the Research Ethics Committee.

Universities in the Province will also play an important role in terms of guiding and implementing research studies at BCM. The involvement of universities in this process will improve the quality of the research products which will constitute the knowledge base of BCM. The use of local universities in this regard is crucial not only for product quality control but also for creating a critical mass which is crucial to addressing research expertise within the Municipality and the Province in general. Universities with relevant equipment and science and technology can give valuable support, cases in point being the University of Fort Hare which has a strong agricultural focus, Walter Sisulu University which has a strong rural development focus, the Nelson Mandela University which has a strong engineering faculty and Rhodes University which is strong in terms of economic development. Universities constitute Provincial centres of learning which BCM will utilize in the implementation of its own research agenda.

2.5.2.2 Limited documentation of Case Studies on best practices, lessons learned and innovations

Knowledge and lessons learned through projects and programme development and implementation have been documented minimally (at an infancy level) and not shared within and between directorates, departments as well as individuals. Lesson learning describes the way in which BCM staff will ensure that the future is built on past successes and avoid repeated mistakes. The lesson learning process requires planning and robust processes of identifying lessons. The lessons on weaknesses, strengths, successes and failures are crucial for achieving BCM's objectives and goals.

2.5.2.3 Limited sharing of information and reward systems at BCM

Recognition and reward systems are important factors if a culture of knowledge sharing is to be fostered across BCM. The knowledge audit revealed that there is little in the line of recognition and reward systems that are conducive to the creation of an information and knowledge sharing culture. Such a recognition and reward system will encourage intra and inter directorate sharing of knowledge. Reward and incentives will be targeted at staff members who share their information and knowledge among themselves and across BCM. Promoting and ensuring integration of KM in everyday activities at BCM will become a norm and this process will become one of the key performance indicators for the political interface and administration. KM integration with municipal functions should include everybody from senior management to people working on the ground (such as street sweepers, grass cutters, cleaners etc.).

2.5.2.4 Ineffective procedure and guidelines for tapping into tacit knowledge

There are a number of techniques and mechanism which can be used in tapping tacit knowledge. These techniques use multi-media and computer-aided tools. BCM is in position of a multi-media equipment, although not fully complete, for capturing of tacit knowledge, but there is no staff to perform this function. Tacit knowledge capturing will be embedded in a focused programme for knowledge continuity. A complete multi-media knowledge laboratory, an example of which is given below, needs to be established for BCM within the KMRU.

2.6 GIS, Mapping and Demographics

In 2002 the Buffalo City Metropolitan Municipality adopted a Geographical Information System (GIS) implementation strategy to establish a GIS unit on the municipal structure and to disseminate GIS throughout the institution. Spatial information forms an integral part of municipal planning, development, decision making and service delivery. Without adequate and updated spatial information various components of the integrated development plan (IDP) would not be effectively implemented.

2.6.1 Legislation applicable to Spatial Information

The use of spatial information and access to spatial information is regulated by the Spatial Data Infrastructure Act, No. 54 of 2003. This Act applies to organs of state which hold spatial information and to users of spatial information.

The South African Spatial Data Infrastructure is established as the national, technical, institutional and policy framework to facilitate the capture, management, maintenance, integration, distribution and use of spatial information.

Buffalo City Metropolitan Municipality's role in the distribution of spatial information and management of spatial information within its boundaries is therefore legislated.

2.6.2 Current Status of GIS

The GIS unit role within the municipality is to implement approved strategies, provide adequate, current spatial information, safeguarding of spatial information, the distribution, sharing of spatial information and development of GIS skills. BCMM users of GIS can access applications and spatial information through various methods depending on the type of data requirements:

- GISTEXT (Land Information Web based application)

- City Map (Intranet Map Services)
- ArcGIS Desktop (GIS specialists &Gis Technicians)
- ArcGIS Server (GIS web applications)
- GIS Online Maps (<http://gis.bcomm.gov.za/>)

Gistext provide the network user access to all property related information and GIS maps. The system is widely utilized internally as indicated in the table below:

Table B8: Utilisation of Gistext System

Total Logins	Total Hits	GIS Hits	Total Users	Year
87368	197737	3571	247	2013
30955	80216	2331	158	2012
260872	628484	9535	547	2011
34426	102623	9768	332	2010

The core spatial datasets available on the BCMM GIS are listed below:

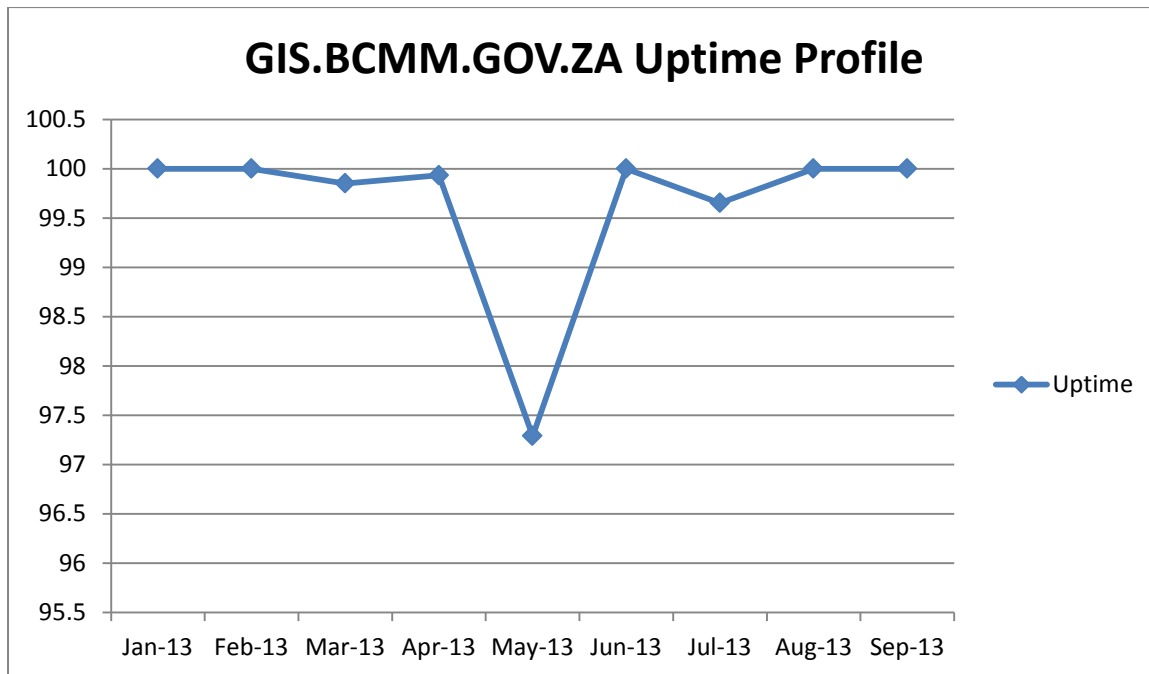
- Aerial Photography (2001, 2006 & 2008, 2009, Spot 5 2010, 2013)
- Contours 50cm (urban areas), 1m
- LAS 50cm point files
- Pictometry (oblique imagery) urban areas
- Cadastral Boundaries (Erven& Farms)
- Road Centerlines
- Clinics, Halls & Libraries
- Ward boundaries
- Settlements
- Suburbs
- Zoning
- Land Use
- Services
- Street Addresses

Key new datasets that was obtained during the 2013 financial year includes:

- 12cm resolution Aerial Photography
- 12cm Oblique imagery (Pictometry) for the urban areas of the city
- 50cm contours for the urban areas of the city

The GIS online map website has been launched in February 2012, whereby the public can access various spatial datasets such as property boundaries, wards, amenities, 1m contours.

GIS website uptime statistics



The GIS website is has an average uptime of 99.89% which means that the public at large can access the website on a continual basis. The GIS website has two active sites in ArcGIS Server and ArcGIS API for Silverlight.

The main GIS software to manage, disseminate, analyze and edit spatial data within the metropolitan is ArcGIS. The deployment of the software is unlimited and various departments has access to the GIS data and ArcGIS desktop application.

The GIS unit forms part of the Infrastructure Skills Development Grant which provides the opportunity to unemployed graduates in the Eastern Cape to be professionalized. Currently five GISc graduates are taking part in the ISDG internship program whereby they will be registered as GISc Technicians with Plato. A professional GISc mentor has been appointed to mentor the GISc graduates and assist with the work in learning towards registration. The program provides thus the opportunity to develop professional capacity to the metropolitan.

The GIS operational policy has been approved by Council on the 25th September 2013. As the metropolitan has made large capital and operational investments into the development of GIS the policy is vital to safeguard the municipal investment.

Integrated Property Information Management system (IPIMS) project commenced in February 2012 which core goal is to eliminate manual property processes within the metropolitan departments and to integrate GIS with non GIS activities.

The project implementation during 2012/2013 includes the development of business processes of non-financial property value chain. The business processes documentation includes:

The business processes identified to be included in the IPIMS is:

- SG Diagram Handling
- Property use change (Departures & Consents)
- Zoning Applications
- New Building Plan Applications
- Lease Management
- IDOT (Import from Deeds Office Transactions including Deed of transfer, Certificate of Registered, Certificate of Consolidation)
- Subdivisions
- Land Sales
- Land Acquisitions.

2.6.3 Main Challenges

GIS comprises of 5 components which need to be fully functioning and capacitated to ensure a sustainable GIS within Buffalo City Metropolitan Municipality. The strategies was interlinked but was divided into Data, Software, Hardware, People and Processes.

a) Data

The main issues regarding data are:

- Duplication and non-standardized data formats throughout the organization.
- Not integrated or centralised in one place to support informed service delivery decision making.

The main strategy surrounding data is to identify data champions or custodians per dataset that will own, market and maintain these datasets. These champions will form part of a **technical spatial information committee**.

b) Hardware

The key hardware challenges effecting GIS is:

- Network reliability which impacts on up time and accessibility of the corporate GIS.
- Capacity within ICT and GIS is low

Hardware and bandwidth is not only affecting GIS and the strategies. GIS, ICT and Knowledge Management need to engage **management** collectively to address their shared staff capacity and hardware challenges.

c) Software:

The key challenges related to Software within the organization are:

- Information Systems are not integrated or centralised and many stand-alone Information systems exist.
- Many of these systems have reference to spatial data but accessing this information is difficult and time consuming.
- Enterprise licence for GIS software exists to provide an Enterprise GIS (ESRI) but the software is not utilized by all departments to maintain, analyse, and disseminate spatial information.

The main strategy relating to Software is to forge a better working relationship between the GIS Unit and ICT department. New systems that are developed need to adhere to the existing GIS Standards to ensure that the data can be easily integrated and managed.

d) People and human capacity:

The existing GIS unit comprises of 2 staff members which need to ensure that all the components of the corporate GIS are fully functional and maintained.

GIS Staff throughout the organization is limited and the overall awareness of GIS in BCM is low. Currently due the shortage of GIS Specialized staff in the GIS unit, users cannot be trained to use the internal GIS Services.

e) Processes:

GIS is not embedded into the core business process within the municipality. Critical business process needs to be identified and adopted by the Council. One of the key processes throughout the organization is the property value chain which connects most departments within the municipal environment.

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

2.1 Housing

In terms of the Housing Act of 1997 and also with reference to the housing accreditation framework, the Municipality undertakes to set housing delivery goals, identify and designate land for housing development, initiate, co-ordinate facilitate, promote and enable appropriate housing development. As part of the IDP, it takes steps to ensure that the inhabitants of its area have access to adequate housing on a progressive basis and conditions not conducive to health and safety are removed. Provision of services such water, sanitation, electricity, roads, storm water drainage, transport; bulk infrastructure will be critical in contributing to outcome 8 and its outputs.

In terms of section 83 of Local Government: Municipal System Act, (Act 32 of 2000) and The Housing Act (No. 107 of 1997) a Housing Sector Plan (HSP) has been compiled and approved for the period 2008 –

2012. HSP is intended to be guiding document that will help the municipality achieve the objective of providing sustainable human settlement for its residents.

As a contribution to the HSP, the City is in a process of developing an Integrated Sustainable Human Settlement Plan (ISHSP) that would define what is required to unlock housing delivery in a particular area of BCMM & what other social, infrastructural services would be required to do so in a holistic and integrated way. ISHSP will be part of the sector plan of the IDP and would not be seen as a stand-alone Strategic Development Plan. A housing allocation and relocation policy is being processed by Council structures towards final adoption.

The metro has consistently experienced high rates of all types of migration including inward and outward migration. The plans and implications for migration patterns should, amongst others, include the following:

- The creation of affordable and well-located rental stock for rapidly growing, mobile (migrant) and urban population within inner city and other locations close to economic opportunities.
- The need to initiate a comprehensive study into migration patterns in and out of Buffalo City, to the growth of our urban space and efficient housing provision to meet the trends.

The major vexing challenge for the Metro has been **shortage of well-located and affordable land for housing provision**. Land that is available is somewhat far from the urban core further pushes our citizens to the periphery. The above will lead to a situation where parcels of land available for acquisition will be far away from economic opportunities.

This will result as we have seen with previous low cost housing delivery, in a perpetuation of social and racial segregation and the marginalisation of low-income households, which is not in compliance with the BNG and DFA principles.

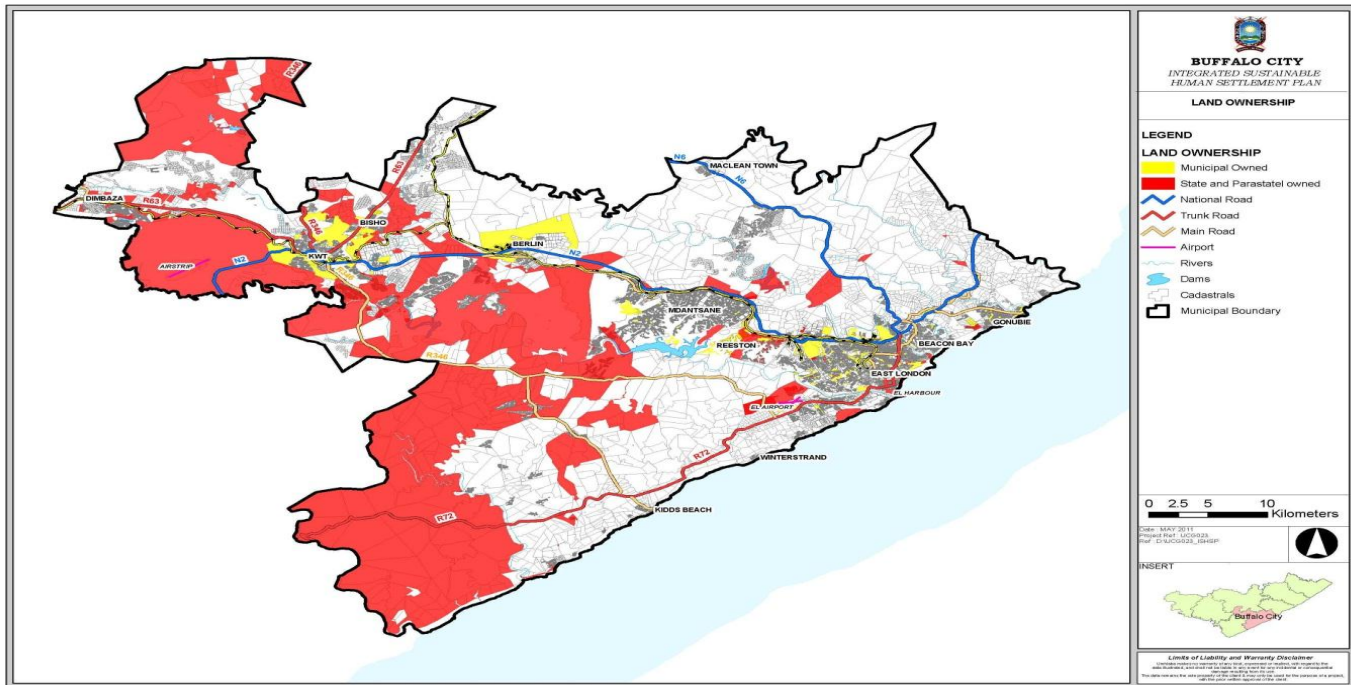
Another challenge for the Metro has been a lack of a coherent strategy for land acquisition apart from the fact that public land is 'vested' in the State. Additionally, there is simple no land available for housing development in the Metro, thus a need for land acquisition.

Land release is further hampered by the various pieces of legislation and the legal procedures related to the alienation of land, the difficulties in accessing state owned land and the constitutional imperatives impacting on the acquisition of private land.

In response to this challenge, in 2012/2013 financial year, the Metro started engagements with the Housing Development Agency (HDA) with the view of signing a protocol agreement that will allow for land release and acquisition.

At a meeting held on 31 July 2013 BCMM Council resolved under Ref No: BCMC 302/13 that the Council authorizes the City Manager to negotiate land acquisition and an implementation protocol between Buffalo City Metropolitan Municipality (BCMM) and the Housing Development Agency (HDA).

The Map below indicated the amount of land that is vested in State and other Parastatels (red) and the yellow indicated BCMM owned land.



- There are approximately 698 Municipal owned erven accounting for 6 661 hectares;
- 2 940 State or Parastatal erven accounting for 109 644 hectares.
- The majority of the undeveloped arable land is along the coast. Although Mdantsane and areas around KWT reflect arable land, settlements already occupies the land.

IMPLICATIONS

The failing and confusing land administration system affects all aspects of Land Administration in the metropolitan municipal area; this includes the legal issuing of land rights, issuing of land use rights, record al of land rights; as well as the maintenance and storage of original and current records of land rights.

Systems of land allocation, evidence for adjudicating land rights, spatial representation of land rights; and maintenance and storage of old maps, land use planning and management systems etc. This ultimately makes the system difficult to control and if not addressed, will delay service delivery.

The parcels of land that are still available to the municipality should be used and planned judiciously, in order to prevent land being exploited. Valuable agriculture land should be closely monitored, as large portions of land, especially in Mdantsane and King William's Town, is being used for settlement purposes.

3.1.1 Historical patterns of development

Buffalo City has historically been characterised by social segregation and spatial fragmentation, with consequent inefficiencies in the functioning of the built environment. After agricultural land uses in BCMM the largest urban/rural land use is land used for residential purposes (See table below). Urban residential densities according the table below are 15 dwelling units per hectare, which are fairly typical South African

cities. Land for public funded housing is the largest type of land use in demand followed by demand for land for private residential developments and land for office and retail purposes.

The settlement pattern in BCMM is largely the result of two factors: -

- *Topography (the land form)*
- *History (how the land was occupied and used)*
 - Rural settlement
 - Colonial settlement
 - Urbanisation shaped by land-form

3.1.2 Current Status

In terms of Section 26(e) of the Municipal Systems Act (Act No. 32 of 2000), the Spatial Development Framework is a legally required component of the Municipality's IDP.

Buffalo City's **Spatial Development Framework (SDF)**, is the Spatial depiction of BCMM's development vision; sectoral objectives and strategies identified in the Integrated Development Plan (IDP).

The first SDF was approved in 2003 and incorporated a number of spatial frameworks and policies. Subsequent to the approval of the SDF in 2003 a series of **Local Spatial Development Frameworks (LSDF)** were undertaken. LSDF's support the SDF and provide a more detailed spatial plan of specific localities. Since the approval of the BCM SDF in 2003 the spatial policy has been completed and approved as part of the SDF.

The SDF currently incorporates the following spatial policy:

a) Rural spatial plans

- (i) **Newlands Development Plan**(1996) contains proposals for rural development.
- (ii) **Nahoon Valley Framework Plan**(1998) contains proposals for rural development and conservation areas.
- (iii) **Amatole District Land Reform & Settlement Plan**(2000) contains wide reaching proposals for relating to rural development strategy and identified a number of key focal areas in the rural areas requiring further detailed zone plans.
- (iv) **Yellowwoods – Kei Road Land Reform Zone Plan**(2001) The first zone plan of the Land Reform and Settlement Plan and contains proposals for rural development and agricultural areas.
- (v) **Needs Camp Zone 3 Land Reform Zone Plan**(2002) The second zone plan of the Land Reform and Settlement Plan and contains proposals for rural development and agricultural areas.
- (vi) **Fort Jackson to Berlin Framework Plan**(2003)A zone plan of the Land Reform and Settlement Plan and contains proposals for rural development and agricultural areas.
- (vii) **West Bank LSDF**(2004) which contains proposals for the large rural component including an area identified as a zone plan. It also contains proposals for the various coastal villages.
- (viii) **Mount Coke Mount Coke LSDF**(2008) which contains proposals for the large rural agricultural component as well as the various rural villages.

- (ix) **Urban Edge Policy Framework(2008)** Due to increasing pressure to develop outside the “urban edge”, on the urban fringe and in rural areas Council has approved the Urban Edge Framework which will provide clear guidance to prospective developers as to what can be developed in rural areas i.e. outside the Urban Edge so that efforts to densify the urban areas are not diluted.
- (x) **Kwelera LSDF (scheduled to be approved 2012)** contains proposals to regulate future urban development in this area as well as guidelines to deal with the issue of farm worker accommodation.

b). Urban spatial plans

- (xi) **CBD and Sleeper Site Urban Design Framework (1998)** Spatial proposals for the Transnet land known as the sleeper site as well as the East London CBD.
- (xii) **MELD Corridor Plan(1999)** A spatial plan for the development of the Corridor between East London and Mdantsane in order to integrate the two communities
- (xiii) **Buffalo Flats Land Development Objective(2001)** A spatial plan with proposals for the upgrading and development of the area..
- (xiv) **King William’s Town Comprehensive Urban Plan (CUP)(2000)**Contains a spatial plan with proposals for the upgrading and development of the area.
- (xv) **Vincent Berea LSDF(2004)** a nodal plan which contains proposals for the management of expansion of the commercial activities and consequent traffic flows in the area ;
- (xvi) **Mount Ruth Nodal Framework Plan(2005)** a nodal plan which provides a framework for the development of the node around the Mount Ruth station;
- (xvii) **Quenera LSDF (2005)** a framework plan for the largely undeveloped area between Beacon Bay and Gonubie that is planned to become an integrated human settlement area.
- (xviii) **Bonza Bay Road(2008)** which contains proposals for the management of expansion of the commercial activities and consequent traffic flows in the area,
- (xix) **Vincent Berea LSDF Amendment(2008)** which contains an amendment to the initial proposals for the management of expansion of the commercial activities and consequent traffic flows in the Vincent Berea area,
- (xx) **Duncan Village LSDF(2009)** which contains development proposals for housing and other facilities to enable the eradication of all informal structures in Duncan village.
- (xxi) **Beach Front LSDF (2010)** which contains proposals for the revitalisation of the East London Central Beach Front.
- (xxii) **Gonubie Main Road LSDF –** This plan contains proposals for the management of expansion of the commercial activities and consequent traffic flows in the area,

The following Spatial planning policy is nearing completion:

Bhisho - KWT LSDF – This LSDF will update the comprehensive Urban Plan done in 2000 and focus on linking Bhisho with KWT. It will also cover the urban areas of Dimbaza, Ilitha, Zwelitsha, Phakamisa and Breidbach.

Mdantsane LSDF – This LSDF will update the existing Framework Plan. Mdantsane is one of the national urban renewal nodes and it is expected that a significant amount of funding, from a variety of donor and government sources, will be channelled into the area in support of the goals of the Mdantsane Urban Renewal Programme (MURP).

BCMM SDF Review. This plan is an update of the current BCM SDF

The following spatial planning policy is underway for the FY2012/2013

Vincent Berea LSDF Review. This project is an update of the current Vincent Berea LSDF

3.1.3 Challenges

The main **challenges** or issues relating to spatial planning are:

- Lack of implementation of Spatial Policy by Departments.

3.2 Land Use Management

Prior to the formation of Buffalo City Municipality (BCM) in 2000 there were a number of different Zoning Schemes within the Municipality such as EL-Beacon Bay-Gonubie, KWT, Bhisho, Breidbach, Ginsberg. The Land Use Management Bill was Gazetted on 20 July 2001 with one of the objectives to have a single Land Use Management System within 5 years for entire Municipality.

The former East London, Beacon Bay, Gonubie and Cape Provincial Areas were integrated into one Zoning Scheme in May 2008. The Zoning Regulations for areas administered in terms of the Land Use Regulations Act 15 of 1987 (former Ciskei Areas) and Proclamation R 293 was approved by the MEC for Local Government and Traditional Affairs on 24 March 2011. These areas include Mdantsane, Ilitha, Phakamisa and Dimbaza. Duncan Village was upgraded i.t.o. Land Use Planning Ordinance (LUPO) 15/1985 in 2010 now forms part of the BCM Zoning Scheme.

3.2.1 Current Status:

Land Use Management in BCMM is still administered by different legislation i.e. Land Use Planning Ordinance 15/85, Development Facilitation Act 67/95, Less Formal Township Establishment Act 113/91, Black Communities Development Act 4/84. In the former Ciskei areas the MEC for Local government and Traditional Affairs must still grant Land Use approvals as the Municipality does not have delegated authority to dispose of applications. In terms of the Land Use Planning Ordinance 15 of 1985 the Municipality has the authority to dispose of applications.

The draft Spatial Planning and Land Use Management Bill (SPLUMB) 2011 was work shopped by National Department May 2011. During November 2011 the EC Province published draft TOR for EC Provincial Planning Legislation and Regulations in accordance with SPLUMB. The objective is to repeal the plethora of planning legislation applicable to the Eastern Cape Province

3.2.2 Challenges and Strategies:

Key challenges relate to:

- Lack of greater control over land use management to prevent the proliferation of illegal uses;
- Land developments that are not undertaken in accordance with an approved Layout Plan and/or Site Development Plan. After approval, only minor deviations from the applicable plan are to be permitted;
- Administration of Land Use Applications is complicated and confusing due to different legislation being applicable to different areas. The proposed Provincial Planning Legislation mentioned above will deal with this problem.

- Council does not have delegated authority to dispose of applications in certain areas, which must go the MEC for final approval resulting in delayed service delivery. The above non-delegation of powers results in unnecessary red tape.
- Unauthorised land uses are problematic due to staff constraints and lack of a dedicated unit to deal with such. It is intended that provision be made on the Metropolitan staff structure for such a unit.

3.2.3 Settlement Planning

The detailed planning required for undertaking settlement planning stems from the land parcels identified in the BCMM Spatial Development Framework and the various Local Spatial Development Frameworks prepared by the Forward Planning. Settlement Planning forms the foundation of the first phase in the housing delivery process. It is therefore paramount to undertake all broad based feasibility studies in the process of Township Establishment.

The focuses on the design of settlements for human habitation and includes the following:

Greenfields (i.e. the design and layout of new settlements) – land in central urban renewal corridor, Restructuring Zones, Community Rental Units, Quenera and West Bank development areas. The desired densities in these areas should be over 50 dwelling units per ha and would typically include social housing.

The following Greenfields Settlement Planning projects are completed or nearing completion:

- Potsdam Unit V (completed)
- Feasibility Study for Mzamomhle (completed)
- Feasibility Study for Amalinda Junction (completed)
- Township Establishment for Braelynn Ext 10 North (near completion)
- Township Establishment for East Bank Restitution (New project)
- Township Establishment in Cambridge West I & II (New project)
- Township Establishment in former N2 road Reserve in Haven Hills South (New project)
- Township Establishment in Ford Msimango I & II (New project)
- Land identification study for the settlements identified for full or partial relocation (New project)

Brownfields – (The re-design and subdivision or consolidation of existing settlements or development areas). Typical areas for brownfield or urban renewal type of development are located in the Quigney and Southernwood and Duncan Village. The desired densities in these areas should be over 50 dwelling units per ha and would typically include social housing.

The following Brownfield Settlement Planning projects are nearing completion:

- Township Establishment Duncan Village C-Section
- Township Establishment Duncan Village D-Hostel
- Township Establishment Duncan Village Proper
- Township Establishment for Mzamomhle Phase III (New project)

3.2.4 Current Status:

The Informal Settlement Upgrade Programme –

As part of its ongoing efforts to assist communities who reside in informal settlements within and on the fringes of the main urban settlements within Buffalo City, the Buffalo City Metropolitan Municipality (BCMM) has undertaken a study of such settlements over a period extending from September 2010 to November 2011.

For the purpose of the Informal Settlement Study was it necessary to define what is considered as an Informal Settlement i.e. :

Informal settlements are: -

- *Areas where groups of housing units have been constructed on land that the occupants have no legal claim to, or occupy illegally;*
- *Unplanned settlements and areas where housing is not in compliance with current planning and building regulations (unauthorized housing).*

BCMM's informal settlements have been categorised in order of type and priority of intervention (full relocation; partial relocation and partial in-situ upgrading; full in-situ upgrading). The recommendations from the Informal Settlement Study was approved by Council on 31 July 2012 (BCMC 232/12)

The following three categories were identified:

- Settlements recommended for FULL RELOCATION -approximately 12,982 informal structures, which would require relocation.
- Settlements recommended for PARTIAL RELOCATION AND PARTIAL IN-SITU UPGRADING - approximately 15,285 informal structures, which will be partially relocated or upgraded.
- Settlements recommended for FULL IN-SITU UPGRADING - approximately 2,592 informal structures, are suitable for full in-situ upgrading.

From the findings it must be noted that the regularisation of informal settlements in BCMM is a complex. It is important to note that each informal settlement has its own specific conditions which should be taken into account when any of the above mentioned processes (i.e. relocation or in-situ upgrading) is considered. For example, access to infrastructure, hazardous conditions (if applicable), land may not be owned by BCMM etc. Secondly, for all the settlements recommended for full and partial relocation, there is a huge implication for land identification and land acquisition.

The rate of formalization to produce housing units is complex, slow, capital intensive and cannot keep up with demand. Up until quite recently formalization was the only recognised route to follow in improving the living conditions of those living in informal settlements.

Informal settlements will be with us for many years as they are a fast and affordable way of providing shelter. But what do we do with informal settlements while they wait to be formalized in-situ or to be relocated to a formal development? They can remain as such for years, increasing in size through densification and expansion, making bad conditions worse. The term REGULARIZATION is used for the new approach to distinguish it from Formalization

The new approach recognizes that informal settlements need assistance while waiting for formalization which currently cannot keep up with demand

The National Upgrading Support Programme (NUSP)

The National Upgrading Support Programme (NUSP) technical assistance and capacity building support to provinces and municipalities is guided by the following objectives:

- Contributing to the achievement of the Outcome 8 Delivery Agreement targets
- Promoting incremental upgrading in line with the National Housing Code's aim to provide secure tenure, upgradeable basic services and build community empowerment
- Capacitating state and community structures to continue the development of sustainable human settlements

The provincial shares of the delivery target were determined from the proportional allocation formula of the Human Settlement Conditional Grant. In the case of the Eastern Cape Province, it is 14.86 % allocation and a target of 59400 informal settlement households.

The National Upgrading Support Programme (NUSP) has identified 7 municipalities in the Eastern Cape to participate in the programme. An Implementation Agreement between the Provincial Department of Human Settlements and the respective municipalities will be required.

The National Upgrading Support Programme (NUSP) has made an budgetary provision of around R2, 000,000 for technical assistance available for Buffalo City Metropolitan Municipality for the current national financial year. Broad budgetary provision for the outer two financial years has also been made available to the National Upgrading Support Programme.

The support programme will mainly focus on three types of support i.e.:

- Provision of Technical Support to municipalities – this will be a demand driven type of support
- Capacity Building Support – this support will be rolled-out by NUSP to all the participating municipalities with the focus on the following two types of capacity building e.g.
 - For all to understand the incremental upgrading of informal settlement approach
 - Due to the great variety of issues in the various municipalities it is necessary to focus capacity building on specific types of municipalities, for example mining towns in the Free State, Coastal municipalities etc.
- Information dissemination

The NUSP in BCMM will focus on the following:

i) Preparation of upgrading plans for up to 10 informal settlements

The National Upgrading Support Programme proposes to supply technical assistance to produce comprehensive upgrading plans for up to more or less 10 informal settlements, to be identified by the BCMM and distributed across the metro region. The selected settlements should have solid community representative structures in place.

Upgrading plans - The plans will align to the Outcome 8 Delivery Agreement and Cabinet Lekgotla requirements, covering all or some of the following aspects, as required:

- Verification and updating of existing BCMM information on the settlement
- Basic socio-economic data

- Geotechnical, tenure and services assessment
- Legal assessment, including cadastral description of land
- Basic layout, urban design and yield assessment
- Plan, schedule and budget for introduction of services and support
- Settlement growth and management plan, including identified multi-sector interventions from other BCMM and government departments
- Activities to strengthen community organisation and assist in shelter provision

In line with the Cabinet Lekgotla decision (July 2011), plans should include arrangements for provision of secure tenure, engineering services, waste collection, social amenities, public open space, public transport, and electrification.

Socio-economic survey

The socio-economic data will be collected on a household basis, going deeper than the settlement level information collected in the BCMM Informal Settlements Study. Survey analysis will be conducted by the service provider, with the information presented to both the BCMM and participating communities. The findings of the survey will guide the necessary interventions at settlement level, and will be taken into account in BCMM planning processes. Households will be allocated a GPS coordinate.

Settlement growth and management

This aspect corresponds to the urban management plan component of the BCMM request, and covers:

- Level, type, frequency and operational costs of municipal services to be provided
- Management processes and responsibilities (including maintenance of an occupation register)
- Lines of communication and communication requirements between the BCMM and the community
- Actions for managing occupation within and expansion of the settlement

Roll-out

From the experience gained by working with technical support on the 10 selected settlements, BCMM will be responsible for extending the planning process to other areas in the municipality. It is anticipated that this include adoption of standard planning formats, participation processes, and a clear planning cycle.

ii) Informal Settlement Upgrading Policy and Strategy

The National Upgrading Support Programme proposes to supply technical assistance to support BCMM in developing a stronger informal settlement upgrading policy and strategy.

This policy and strategy will provide a coherent framework for current BCMM activities as it moves towards including incremental upgrading of informal settlements as a major part of its human settlements programme. The policy and strategy will also include institutional arrangements for coordinated planning and implementation across the metro.

3.2.5 Rural Spatial Development

Buffalo City Metropolitan Municipality comprise of both urban and rural settlements. Over the past years extensive research, planning and development has been undertaken within the urban fabric of the municipality. However, within the context of rural settlements there is not the same level of information or understanding of the needs of the various communities in terms of land, services and housing.

Buffalo City has systematically implemented most of the recommendations as contained in the Land Reform and Settlement Plan (LRSP), 2005 prepared by the Amathole District Municipality. However, the plan is more than ten years old and in certain areas new development has taken place with different socio-economic dynamics within the rural areas.

In order for the municipality to review its overall spatial development and more specific, to undertake settlement planning for the provision of basic services and housing, a new and more updated development plan for the rural areas is required. BCMM therefore embarked on the development of a comprehensive Rural Settlement Development Plan covering all rural settlements under its area of jurisdiction.

The main objectives of the study include the following:

- Controlling the haphazard growth and development, thus promoting optimal use and management of land in rural areas;
- Discouraging illegal occupation of land;
- Identification and protection of prime productive land in the rural areas;
- Identification of existing infrastructural and social services and where the gaps are;
- Define Rural Settlement Edge for the rural settlements.
- Align the study to the existing and new National, Provincial, District and BCMM programmes and projects.

This project is Phase 1 of a three year programme which will ultimately result in township establishment within the rural context.

A synthesis of the findings from the situation analysis was undertaken to highlight the development Strengths, Weaknesses, Opportunities and Constraints of all rural settlements in BCMM. It was concluded with a municipal wide perspective of the key developmental issues in the rural areas.

Physical and Environmental Issues

- Improper sanitation and the possibility of leaching of human waste from informal settlements into water catchment areas.
- Pollution of water resources, especially Buffalo River.
- Encroachment of settlements on potential agricultural land e.g. Peelton areas.
- Rapid expansion of informal settlements along King Williams Town to Dimbaza as well as Tyutyu Village.
- Overstocking, overgrazing and land degradation
- Topographical and environmental constraints
- Broken and steep terrain
- Coastal environmental sensitive areas
- Natural endowments

Social and Engineering Infrastructure

- Poor conditions of access roads linking the rural settlements.
- Lack of public transport services to cater for the needs of the communities in most of the rural settlements.
- All the internal roads within the settlements are in very poor condition and require urgent attention.
- No proper sanitation facilities in most of the rural settlements.
- Illegal connection of water and electricity.
- No basic services in most of the new extensions (e.g. Hanover, Mabeleni).
- Inadequate social facilities, e.g. community halls, health, schools, etc. in the study area.
- Inadequate agricultural infrastructure in most of the rural settlements (fencing, dipping tanks, stock dams, etc.)

Land and Housing

- Insecurity of tenure – Communal ownership.
- No land use management system operates in these rural areas.
- Difficulty in accessing land for development in rural areas.
- Difficulty in the identification of planned and surveyed rural settlements in BCMM
- No significant changes in the settlement growth and edges between 2002 and 2008

3.2.6 Challenges:

The following are the key **challenges** for Settlement Planning and Rural Spatial Development:

- The lack of enforcement of the Land Management Policy in regard to informal settlement growth and management.
- The monitoring and management of unsuitable land to prevent re-invasion once an informal settlements has been relocated.
- Not all informal settlements will be suitable for in-situ upgrading and formalisation.
- The relocation of informal settlements will require suitable and serviceable land for development closer to the city (Densification vs. Urban sprawl)
- The identification and acquisition of land for relocation of informal settlements
- Funding resources to implement the incremental in-situ upgrading programme
- Infrastructure capacity and funding to support the informal settlement upgrading programme.
- The improvement of the quality of life of the people residing in informal settlements.
- Health and environmental problems linked to the absence of proper services in settlements can affect a whole city. Problems of inadequate water supply, sanitation, solid waste disposal, and storm water drainage, affect the urban poor first, but also create negative spillovers beyond their boundaries. These include deteriorating water quality and the spread of disease. Accordingly, a key upgrading policy imperative is to provide a healthy and secure living environment.

3.3 Valuations

The main strategic objective of the Valuations division is to produce a Valuation Roll for the Buffalo City Metropolitan Municipality in order for the municipality to be able to levy and collect rates income from property values. Rates income is a major revenue source of own income in the municipal budget. Property values are determined on the market value of individual properties.

A municipality must in terms of the Local Government: Municipal Property Rates Act 6 of 2004 (MPRA) conduct a general valuation of all properties within its jurisdiction in order to compile a Valuation Roll. A

Valuation Roll remains valid for a maximum period of four financial years (period of validity) subsequent to the valuation roll taking effect. Buffalo City Municipality conducted a general valuation of all properties within its boundaries in 2008 with an effective date of 2 July 2009. As a result thereof, the next valuation date for Buffalo City Metropolitan Municipality (BCMM) should have been 1 July 2012 with an effective date of 1 July 2013.

Due to unforeseen circumstances, the municipality in terms of Section 32(2)(b) of the MPRA requested the MEC for Local Government to extend validity of the valuation roll by one year to five years. As a result thereof, the next valuation date for BCMM will be 1 July 2013 with an effective date of 1 July 2014, the implementation date.

The municipality has, to date, performed four Supplementary Valuations (SV's) of which the fourth SV (SV04) was the main. The total number of properties valued during **SV04** is **2837** properties and the total overall Market Value is **R4.26 Billion**. (NB: This is not a Rateable Value). During the 09/10 Financial Year, the Total Market Value of properties stood at **R63.74 Billion**

3.3.1 Challenges

The following are the main challenges encountered by valuations:

- **Budgetary Constraints:** This is a serious and potential impediment to the project and can potentially threaten the success and implementation of the envisaged General Valuation 2013 project. This could lead to denying the municipality an opportunity to levy rates in the ensuing years as it would be illegal to levy rates without having followed the necessary statutory requirements. It is projected that the budget requirements for the general valuation project are in the order of **R46Million** inclusive of the three outer years of the project.
- **Staff Capacity:** is a serious concern and calls for the crafting of Retention Strategies e.g. implementation of the Scarce Skills Allowance. A trend has been observed whereby trained Candidate Valuers sooner leave immediately they receive their qualifications. This is at great loss and cost to the municipality as time to train an individual takes not less than five years.
- **Secondment:** of the appointed multi-departmental Project Team to the General Valuation 2013 project is crucial and should be considered. The Project Team has been involved in the compilation of the general valuation 2013 specifications.

3.4 Survey Services

Land surveying or the modern name Geomatics consists of the following activities: (1) Engineering Surveying, (2) Cadastral Surveying, (3) Aerial and Satellite Surveying, (4) Cartography, (5) Hydrographic Surveying, (6) Mine Surveying, (7) Geodetic Surveying.

The first 2 functions are done partly in-house and partly outsourced. The third function is completely outsourced and the rest are not undertaken by BCMM at all.

The most important of the above is Cadastral Surveying which entails the surveying of land parcels and the subsequent framing of Diagrams and General Plans which, with the Conveyancer's Deed forms the Title Deed which provides the security of tenure for land ownership in South Africa.

(i) Legislative Framework

Cadastral Surveying is impacted by about 50 pieces of legislation and hundreds of decided court cases affecting the issues surrounding the subdivision and ownership of land. Some of the main pieces of legislation are the: *Alienation of Land Act 68 of 1981*; *Deeds Registries Act 47 of 1937*; *Expropriation Act 63 of 1975*; *Land Survey Act 8 of 1997*; *Less Formal Township Establishment Act 113 of 1991*; *Sectional Titles Act 95 of 1986*; *Subdivision of Agricultural Land - Act 70 of 1970*; *Upgrading of Land Tenure Rights Act 112 of 1991*; etc.

(ii) Survey Functions

The following services are provided to other divisions in BCMM: (1) Issuing of maps and digital data; (2) Ward mapping; (3) Sourcing Aerial and satellite imagery; (4) Relocation and replacement of beacons; (5) Subdivisions, consolidation, servitude and lease surveys; (6) Township surveys; (7) Engineering and topographical surveys; (8) Examining building plans and land admin and city planning circulations; (9) Upgrading of townships in terms of the Land Tenure Rights Act No. 112 of 1991; (10) Encroachment surveys.

Projects totalling 7000 erven are in the pipeline to be surveyed.

3.4.1 Challenges

- The ICT network has not grown at the same pace as the municipality resulting in a system being prone to breakdowns, bottlenecks and a general slowdown in the service over the past few years. The Survey Division is heavily dependent on the ICT system and any improvements in the ICT system will have a beneficial impact on the Survey Division's activities.
- Funding shortfall for various projects. Funds are required for the following: (a) For conveyancing to transfer the individual erven situated in the Yellowwoods settlements to the relevant beneficiaries; (b) To survey the commercial properties with long-term leases since any non-payment by lessees cannot be legally enforced; (c) To survey the Amalinda Forest Co-operative Scheme; (d) For the Mdantsane boundary rectification project.

3.5 Building Control / Plans

Building Plans are processed and approved by the building control branch which falls under the Architecture Division. Approval of building plans is a requirement in terms of the National Building Regulations, nobody can build or alter a house or building or any structure that is classified as a building in terms of the building regulations without submitting a proposed plan for approval to the relevant Municipality.

(i) Status

The turnaround period of building plans is on average 21 days when plan has been submitted. The turnaround period needs to be scaled down to 14 days, and in order to achieve this, a new system that will link all the relevant Departments involved in the approval of building plans needs to be sourced. This will assist in tracking the movement of files and also the system will have a function whereby one can flag a file, i.e set a date on which one is expecting back the file.

(ii) Challenges

In order to achieve the proposed turnaround period and acquire the said system, funds will have to be provided.

3.6 Land Administration

Land Administration is responsible for managing the Municipality's property portfolio. Land Administration contributes towards revenue generation for the Municipality by selling and leasing of Municipal properties i.e. land and buildings. Land Administration acquires land for Municipal related activities inter alia Housing, Halls, Cemetery, etc.

Key pieces of legislation which inform and guide land administration include the South African Constitution of 1996, Upgrading of Land Tenure Rights Act of 1991, The Land Reform (Labour Tenants) Act 3 of 1996, The Interim Protection of Informal Land Rights Act 31 of 1996, Communal Land Rights Act 11 of 2004, The Extension of Security of Tenure Act 62 of 1997, Alienation of Land Act 68 of 1981, Deeds Registry Act 47 of 1937, Expropriation Act 63 of 1973, Less Formal Township Establishment Act 113 of 1991, and the Municipal Finance Management Act 56 of 2003.

3.6.1 Functions

(a) Land Reform

This programme is made up of the following principal sub programmes: Land Redistribution, Land Restitution and Land Tenure, Land Tenure Reform.

Land redistribution makes it possible for poor and disadvantaged people to buy land with the help of a settlement /land acquisition grant. Land restitution involves returning land or compensating victims for land rights lost because of racially discriminatory laws passed since 19 June 1913.

Land tenure reform is the most complex area of land reform and it aims to bring all people occupying land under a unitary legally validated system of landholding. It will provide for secure forms of land tenure, help resolve tenure disputes and make awards to provide people with secure tenure.

(b) Land Tenure

Its purpose is to make existing land rights, i.e. site permits, residential permits, lodgers permits, certificates of occupation, permission to occupy more secure. This aspect of land reform finds its authority in Section 25(6) of 1996 Constitution.

The Land Tenure Reform has been implemented in Buffalo City Municipal areas such as Mdantsane (Midland) and Duncan Village (coastal). The following areas i.e. Ilitha, Zwelitsha, Phakamisa and Dimbaza are not as yet upgraded.

(c) Land Redistribution

The purpose of the land redistribution programme is to provide the poor with access to land for residential and productive uses, in order to improve their income and quality of life.

The programme aims to assist the poor, labour tenants, Farm workers, woman, as well as emergent farmers. Redistributive land reform will be largely based on willing-buyer willing-Seller arrangements.

Access to land will be achieved for a significant number of eligible people, assisted by grants and services provided by government; a more equitable distribution of land and therefore contribute to national

reconciliation and stability; help solve the problem of landlessness and pave the way for an improvement in settlement conditions in urban and rural areas.

(d) Land Restitution

The goal of the restitution policy is to restore land and provide other restitution remedies to people dispossessed by racially discriminatory legislation and price, in such a way as to provide support to the vital process of reconciliation, reconstruction and development. Restitution is an integral part of the broader land reform programme and closely linked to the need for the redistribution of land and tenure reform.

The Restitution of Land Rights Act, 22 of 1994, and the Constitution provide a legal framework for the resolution of land claims against the state, where possible through negotiated settlements.

With regard to Restitution of Land Rights we have three projects namely East Bank, West Bank and Macleantown.

East Bank(Coastal)

City Planning has identified land for East Bank Restitution Project. The identified Erven are 1829, 1830, 2388, 2389, 2392 and portion of erven 1128, 2390, 2396 & 2413 Amalinda, East London. Complan has been appointed and a report on land suitability is awaited. Land Claims Commission will purchase parcels of land from private owners. A report has been sent to Council requesting the Donation of the properties to the East Bank Claimants.

West Bank (Coastal)

West Bank Township has been registered. West Restitution Company is still sorting the beneficiary list. Individual titles will be issued to beneficiaries as soon as the matter is sorted. There are currently 124 Informal Dwellers who are settled on the West Restitution Township land but are willing to be relocated as soon as alternative arrangement is provided. West Restitution Company has in the meantime instructed Attorney Tshiki to seek a court order for the removal of the Informal Dwellers. Portion of Erf 922 has been surveyed. We are currently awaiting Valuation Report whereafter we shall be in a position to negotiate with the current owner.

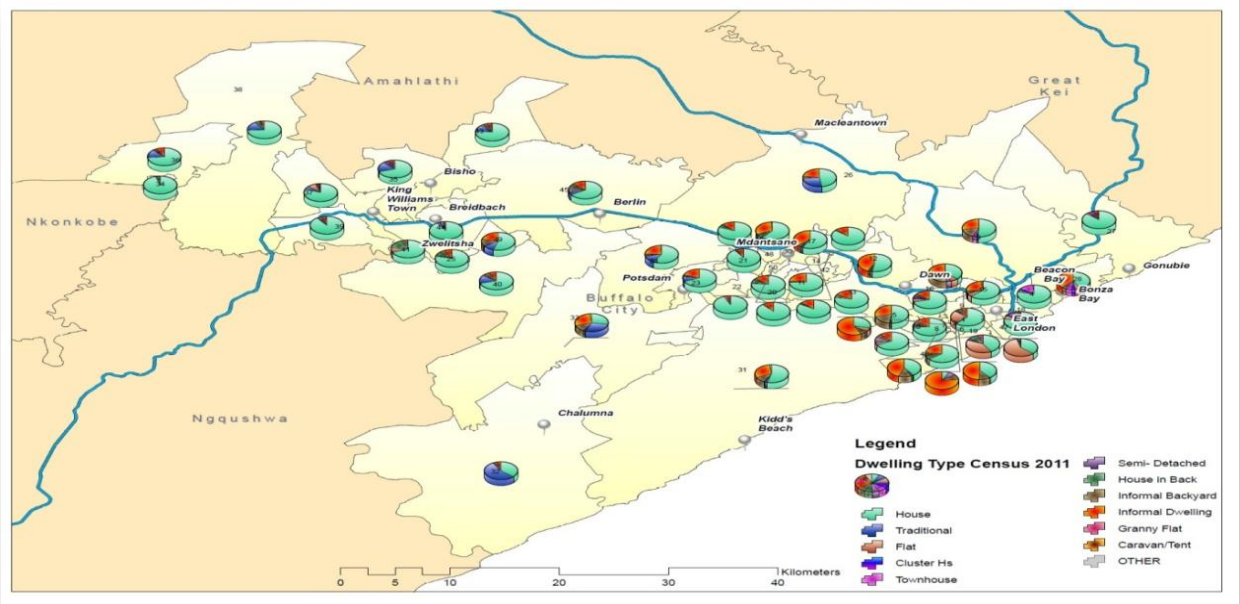
Macleantown (Inland)

The General Plan is in place and the township register has not yet been opened.

3.6.2 Challenges

- Land Acquisition
- State Land Release process is lengthy and very cumbersome
- Lack of capital and human resource to enforce Land Management Policy
- Land Invasion and Encroachments
 - Mushrooming of informal settlements causes a threat to the Municipality and the realization of millennium development goal of shack free South Africa by 2014.

Housing Typology



As indicated on the plan above, housing projects seem to be located primarily along the N2 and in Greater East London. Sunny South is the only housing project on the outlying areas of Buffalo City. There are approximately 162 023 urban households in BCMM, excluding informal dwellings and 11,159 rural households.

The highest density and number of informal settlement structures are located in Duncan Village. There are a further 28 000 backyard shacks located in BCMM, with the highest numbers being in the greater East London area and the Mdantsane and Potsdam area.

There has been an average annual increase of 1.49%. It must be noted that an increase in the number of dwelling units does not necessarily equate to a correlated increase in population as recent surveys have shown a trend for households to “split”, whereby large families will occupy several small informal structures (either attached to a formal dwelling or in a separate locality) as the children of the household get older and require more personal space.

This results in lower occupancy rates per unit, which in turn equates to an increase in demand for housing. Such demand, however, does not necessarily indicate a commensurate growth in population thus putting pressure on the need for accommodation and hence infrastructure.

The apparent fact that the rural areas are seen by many as a place of residence for the young and old suggests that a growing need is likely to manifest for the development of appropriate facilities in these areas (e.g. schools, clinics and social welfare institutions). However, the spatial pattern of provision of these facilities is likely to be a critical issue, given the low levels of affordability prevailing in these areas.

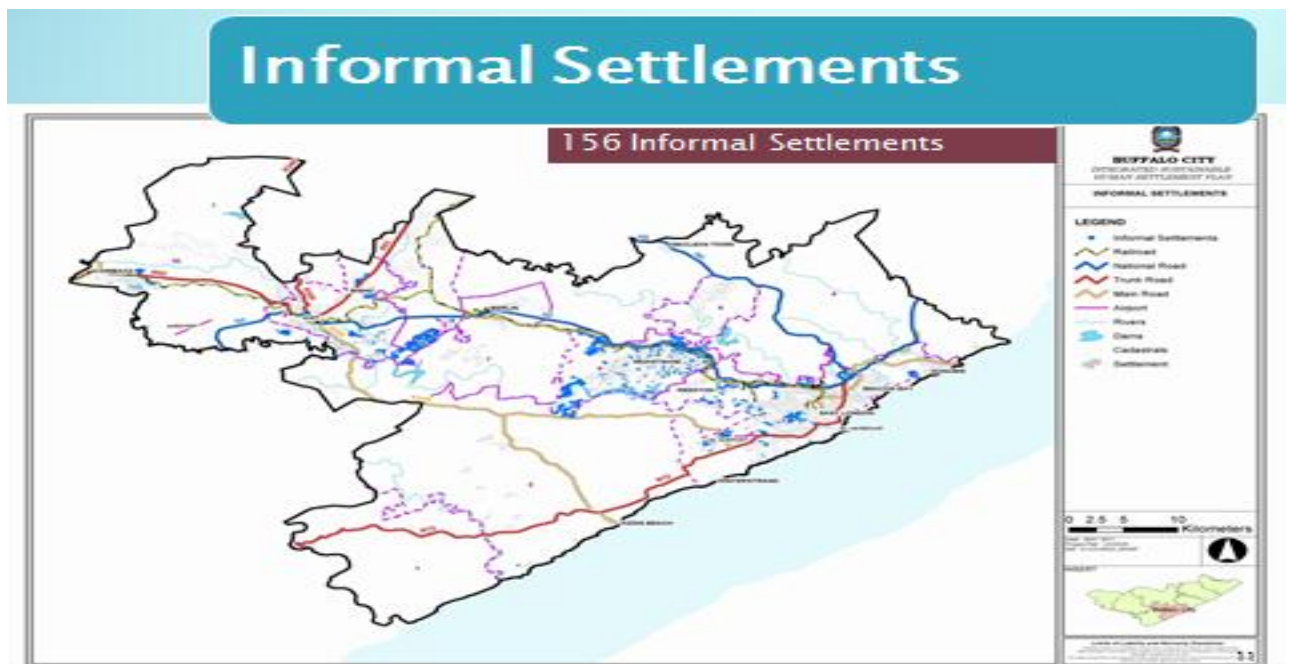
This, in turn, is likely to relate to the strategic decisions to be taken in relation to the optimum form (i.e. spatial pattern) of settlement to be adopted in various circumstances, relating to specific needs of communities.

The more urban areas, being Greater East London, Mdantsane / Potsdam and Greater KWT together account for 69.75% of the total population. As expected, these areas are also characterised by a majority of formal dwellings, with the more rural areas displaying a preponderance of informal dwellings.

Other relevant stats

- Buffalo City Metro accounts for 50% of all the informal dwellings in the Province, followed by Nelson Mandela Metro (30%).
- Housing Sector Plan records a total housing need of 121,000 units.
- 75,000 units including all levels of income and housing types.
- 46,000 units in rural areas comprising of 230 rural settlements.

The map below reflects all the informal settlements within BCMM



The municipality is currently involved in the following priority housing programmes:

- Emergency housing programme;
- Upgrading of informal settlement programme;
- Rural housing subsidy programme;
- Project linked subsidy programme;
- Disposal of municipal housing stock (discount benefit scheme);
- Social Housing support programme; and

- Consumer education.
- Beneficiary Administration

Public funded housing (BNG Housing).

A trend analysis undertaken by the Buffalo City Integrated Sustainable Human Settlement Plan indicates that the most significant demand for housing in terms of weight of numbers falls in the low income sector that is the sector most probably depends on public housing assessment to be able to gain access to formal housing.

The objective of BCMM is to accommodate all residents residing in informal settlements into formal housing through an incremental process.

This will result in those currently receiving a sub-economic RDP level of services, receiving full level of RDP or higher level of services.

However, due to the extent of the housing to be delivered and the income levels of the beneficiaries, the impact of this housing programme will be significant both in terms of land acquisition, state land transfer water/sanitation services provision (extent of infrastructure required to support such development) and the sustainability of the Municipality to maintain such services (most beneficiaries of the housing programme will more than likely not be able to afford the higher levels of service).

In the 2012 / 2013 financial year various housing projects were implemented within the City **by the Municipality (BCMM) and the Provincial Department of Human Settlements (PDoHS)**. These projects are located within East London, Reeston, Duncan Village, Mdantsane / Potsdam, King William's Town and rural areas.

In terms of low cost housing developments undertaken by the Municipality, it was anticipated that approximately 709 low cost units (BNG Units) in various related projects within the City will be built by BCMM, at the end of the 4th Quarter however 432 low cost houses (BNG Units) have been handed over by BCMM.

The deviation from the targets set was due to poor performing contractor. BCMM instigated numerous attempts to enforce the contractor to increase the delivery outputs in order to bring the projects to completion. Poor performing contractors have also been terminated. The appointment of the contractor was also contested in court for review, the matter was settled and the second bidder considered.

BCMM as well as the PDoHS delivered low cost housing (BNG Units) in the following areas such as Ilitha South (BCMM), Tyutyu Phase 2 (BCMM), Dimbaza Wooden Houses (PDoHS), Tshabo (PDoHS), Cambridge (PDoHS), Sweet Waters (PDoHS) Potsdam Unit P (BCMM & PDoHS) Airport 2A (BCMM), DVRI Pilot Project (BCMM), Dimbaza 110 (BCMM), Storm Damage (BCMM) Second Creek (BCMM) Manyano & Thembelihle (BCMM), Reeston 3 Stage 2 (BCMM), Mzamomhle (PDoHS)

Currently 1670 sites are at excavation level; 1377 at roof level and 1327 sites are practically completed but not handed over as yet. This should be done in the 2013 / 2014 Financial Year.

The delays in proceeding with projects and handing over of practical completed units were mainly attributed to:

- Completion of minor technical remedial works;
- Illegal occupation of the units / sites approved to beneficiaries;
- Finalisation of Environmental Impact Assessment (EIA's);
- Delays with procurement as well as delays with the infrastructure designs;
- Appointed Consultant being liquidated;
- Unapproved beneficiaries;
- No subsidy agreement has been concluded between the PDoHS and BCMM on the top structure funding for various projects;
- Challenges of poor performance by the contractor due to labour disputes;
- Contracts being challenged by non-successful bidders;
- It must be noted that all new low cost housing projects will follow a clustered approach with projects of similar scale / numbers and location grouped and tendered as one collective project.
- **Cluster 1** = recently gone out on tender inviting bidders for the construction of internals services and top structure.
- **Cluster 2** = Appointed services provider (professional team) is finalizing detailed designs.
- **Cluster 3** = Appointed services provider is finalizing preliminary designs.

Privately funded residential developments

Housing demand trends in the private property market sector are less easily quantified. Coincident with the property market "boom" in the period 2002-2008, Buffalo City experienced a growth in residential property development (greenfields as well as brownfields [i.e. subdivision of existing single residential stands]).

However, with the restrictions on loan funding availability brought about by the National Credit Act, 2007 and, later, by the fall-out related to the Global financial crises in 2008 onward, there has been a reported slowdown in new developments (proposed) as well as in the take-up of new developments.

Areas where new residential developments were targeted in the early-mid 2000's included Beacon Bay, Abbotsford/Nahoon Valley and Amalinda. The demand for town house developments largely occurred in the Quenera area.

The Quenera is a largely unserviced greenfields development area situated between Beacon Bay and Gonubie with a capacity of approximately 20 000 housing units. This area was identified as the city's first opportunity to create an integrated housing area.

Due to the urgency and priority of the infrastructure needs of two of the City's major urban renewal areas, namely Duncan Village and Mdantsane, the current Built Environment Performance Plan focuses mainly thereon.

The default situation where the city has been unable to provide serviced land for middle income housing has resulted that market forces have effectively driven densification in the urban core. The identification of land in the Metro is deemed as an important tool to remedy the spatial ills of the past. To that end the SDF in 2003 started identifying sufficient land as centrally located as possible, while the Provisional Restructuring Zones were declared in 2007 to density the urban core.

The Housing Mandate is to have an approved Integrated Sustainable Human Settlement Plan, Housing Sector Plan, single Housing Needs Register with a Housing Allocation & Relocation Policy in order to deliver or facilitate the delivery of proper and quality houses with basic level of services to all Buffalo City Metropolitan Municipality (BCMM) citizens especially the poor and those with special needs.

Improving the quality of household life

Governments Mandate

The Government has agreed on 12 outcomes as a key focus of work and delivery between 2011 and 2014. In this regard Outcome 8 focuses on the development of human settlements and the achievement of the outcomes of: **Sustainable Human Settlements and Improved Quality of Household Life.**

OUTCOME 8 OUTPUTS

- **Output 1:** Accelerated delivery of housing opportunities
- **Output 2:** Access to basic services
- **Output 3:** Release of well-located land and properties owned and held by the state
- **Output 4:** Improved Property Market (No target set)

Eastern Cape Provincial Targets for output 1:

Upgrade 59,440 households in well located informal settlements with access to basic services and secure tenure. Development of 11,888 rental housing units on well-located land.

Buffalo City Metropolitan Municipality Targets:

BCMM is anticipating delivering and estimated 1580 housing units and 3296 internal services for the next 3 financial years i.e. 2013 to 2016 (**these targets are revised on a yearly basis and as such the outer years will increase as funding is available**).

(i) Housing Sector Plan (HSP)

The BCMM HSP has been reviewed and revised in accordance with the prescripts of the Blue Book for Municipal Housing Planning and the related National Treasury Planning dispensation. The work

was undertaken by service providers on appointment by the Provincial Department of Human Settlements (PDoHS).

The HSP included an integration component to establish cross cutting issues and related planning and infrastructure availability especially as it relates to health, education, roads and transportation, social and recreational and safety facilities.

The results of all these studies were used in the production of a situation analysis report which was utilised to inform the development of the HSP. The HSP consist of strategic goals and priorities for the Municipality which are detailed into programmes over a 5-year horizon.

The BCMM HSP review document is in Final Draft format and is awaiting Buffalo City Council endorsement and implementation.

To be submitted to BCMM Council for approval after completion of the organogram in 2013 / 2014 financial year.

(ii) Integrated Sustainable Human Settlement Plan (ISHSP)

On 11 March 2013 a report was presented to Top Management as per Minute Number (TM119/13) it was resolved that:

- That the current status of the Integrated Sustainable Human Settlement Plan (ISHSP) be NOTED.
- That the operation of the plan be incorporated into the Joint Operations Committee.

The key objectives of the BCMM ISHSP were be outlined as follows:

- Achieve consensus on an overarching plan that integrates a strategy to deliver a variety of types of accommodation within the framework of infrastructure, transport, economic and social development initiatives as prioritised and spatially defined;
- Reflect broadly the nature and cost of capital investments necessary for the implementation of the ISHS approach;
- Identify institutional capacity required to implement the ISHS approach (the “IDEAL”);
- Formulate a 10-year framework for implementation;
- Identify possible entry points for inter-governmental and public-private partnerships in the delivery of upgraded services;
- It is intended to “bridge” across key operational sectors of BCMM to facilitate a coherent approach to achieving the OVERALL GOAL of Sustainable Human Settlements and link to the BCMM IDP along with the following:
 - Housing Sector Plan
 - Infrastructure Sector Plans (Water, Sanitation, Electricity)
 - Transportation Plans
 - Solid Waste Management Plans
 - Economic Development Plans

- Spatial Development Framework
- Environmental Management Plans

The ISHSP aims to describe a strategic approach for BCMM to reach a state of development where all human settlements (urban and rural) in its area of jurisdiction will conform to the definition of sustainable human settlements as set out in the Breaking New Ground Policy, 2004. That is, a state of development where the inhabitants of rural and urban areas in Buffalo City ***“live in a safe and secure environment with: (i) adequate access to economic opportunities; (ii) a mix of safe and secure housing and tenure types; (iii) reliable and affordable basic services; (iv) educational, entertainment, cultural activities and health, welfare and police services.”***

The ISHSP is located in a planning context where the BCMM has a range of Sector Plans all seeking to address specific aspects of the creation and management of a sustainable environment for human habitation. These include (but are not limited to): -

- The City Development Strategy,
- The BCMM LED Strategy (2008),
 - Key Infrastructure Master Plans – the Water Master Plan, the Sanitation Master Plan and the Electricity Master Plan,
- The Housing Sector Plan,
 - The BCMM SDF,
 - The BCMM Integrated Transport Plan,
 - The BCMM Solid Waste Management Plan,
 - The BCMM IDP,

Currently, the work done towards finalizing the ISHSP has formed the foundation of BCMM's Built Environment Performance Plan (BEPP). The ISHSP itself has put forward a framework of 8 programmes for consideration. These need to be approved and then fleshed out and finalized to complete the ISHSP.

The programmes are proposed as: -

1. Adequate Shelter Program
2. Sustainable Land Use Planning & Management Program
3. Human Settlement Management Program
4. Co-Ordinated & Sustainable Infrastructure Provision Program
5. Transportation Program
6. Disaster Management & Environmental Health Program

7. Appropriate Technology Program
8. Institutional Capacity Building & Communication Program

(i) Housing Accreditation (Level 1 & Level 2)

The National Accreditation Assessment Team has assessed Buffalo City Metropolitan Municipality and a recommendation has been made for BCMM to receive level 2 Accreditation.

Although the level 2 accreditation certificate has not yet been issued to Buffalo City Metropolitan Municipality, the Provincial Department of Human Settlements has agreed to provide funding to Buffalo City Metropolitan Municipality in the form of a Capacity Enhancement Grant.

This funding will assist Buffalo City Municipality to become sufficiently capacitated to undertake all the task of level 2 accreditation.

(i) Social Housing in BCMM

BCMM has gazetted various land parcels within the boundaries of the city as restructuring zones for social housing. These areas are as follows:

1. East London inner City area
2. King Williams Town CBD
3. Mount Ruth & Mdantsane CBD
4. Arnoldson/Reeston
5. Summerpride
6. Westbank

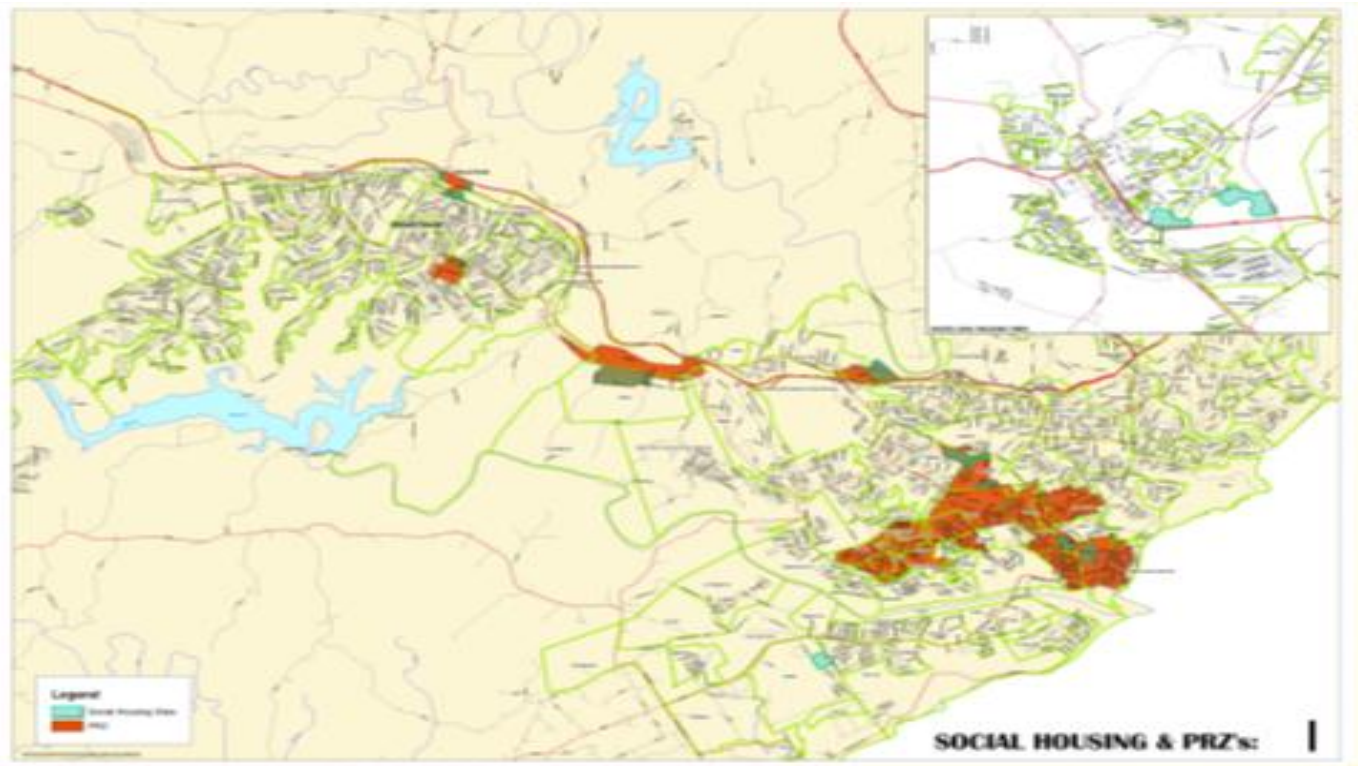
There are currently 3 active Social Housing Institutions (SHI's) in BCMM and they have projects within the Municipal Boundaries. Housing Association East London (HAEL) has a project in Southernwood called Belgravia Valley. All the units for HAEL are rental units.

Own Haven Housing Association (OHHA) currently has 3 social housing projects, namely, Haven Hills South, Reservoir Mews and Southernwood Park.

SOHCO has 2 projects, namely Amalinda Village and Emerald Sky. Both These projects are in Amalinda. Although both projects are completed, SOHCO has acquired funding for an additional phase to the Emerald Sky project which is currently underway.

They has also expressed their interest in a land parcel situated in West Bank, adjacent to the IDZ, that is part of the land that BCMM has identified as part of the social housing restructuring zones.

Map 1: SOCIAL HOUSING PRZ's



Social Housing in BCMM



(ii) Establishment of Housing Needs Register for the Municipality

The Housing Needs Register of BCMM is underway. This register includes everyone who is in need of housing assistance and reports on matters like income groups, special needs, housing tenure requirements etc.

In terms of the Housing Needs Register, there are currently 31 000 people captured onto the system with a further 9 000 that have already been registered, but not captured onto the system. There are 156

informal settlements in Buffalo City Metropolitan Municipality urban area and 120 of these have already been registered.

It is envisaged that the registration process for all the informal settlements as well as beneficiaries will be concluded in the 2014 / 2015 financial year. This registration process is however on – going and the offices will always be open to those that have not yet registered.

(iii) Allocation & Relocation Policy

Previously housing allocation was done in accordance with the housing policy and implementation plan that was approved in October 2004.

The new Allocation & Relocation Policies has been drafted in terms of National / Provincial guidelines. These policies will set guidelines in terms of housing allocation to beneficiaries, quota allocation, the establishment of allocation committees with clear roles and responsibilities. This will ensure fairness, transparency and accountability which will eliminate fraud and corruption. The policies are expected to be approved by Council within the 2013 / 2014 financial year.

(iv) Limitations Encountered

- Over the last financial year the Metro has had to grapple with the following inherent challenges, which lead to only 67% of its housing budget to be spent.
- The limited capacity of bulk services to meet the demands of new developments (roads, water, sewerage, electricity and storm-water) has been addressed by committing adequate funding over the next three years in order to provide the required capacity for residential and economic growth of the city.
- Adequate funding for the replacement of ageing infrastructure is required
- Limited BCMM owned land in close proximity to the city centre;
- Land invasions and uncontrolled growth of informal settlements on state owned land
- Under performing service providers have a negative impact on the implementation of projects and expenditure.

CHALLENGES ARE INTER-RELATED, WE NEED AN INTEGRATED APPROACH IN ADDRESSING THEM

Integrated Human Settlement

- Focus on broad range of housing opportunities (incremental approach to housing provision)
- Upscale land acquisition for integrated human settlement
- Focus on maintenance and improvement of existing infrastructure
- Community driven approach to housing provision
- Informal and infrastructure upgrading

- Integrated planning for provision of sustainable human settlement
- Consider formalising informal settlement in response to the constitutional entitlements (rights)

MDANTSANE URBAN RENEWAL PROGRAMME (MURP)

1. Background

In 2001 the then SA State President announced the South African Urban Renewal Programme (URP). The Government identified eight Municipalities for special attention in the effort to reduce poverty and develop the former townships created by *apartheid* planning into areas of economic and social well-being rather than dormitory towns for the unemployed and the poor. The eight identified townships for the implementation of the URP are Alexandra (City of Johannesburg - Gauteng); Galeshewe (Sol Plaatjie Municipality - Northern Cape); Inanda, Ntuzuma and KwaMashu (eThekweni Metropolitan Municipality - KwaZulu Natal); Khayelitsha and Mitchel's Plain (City of Cape Town - Western Cape); Mdantsane (Buffalo City Metropolitan Municipality - Eastern Cape) and Motherwell (Nelson Mandela Bay - Eastern Cape).

During the inception of the Urban Renewal Programme (URP, the Department of Provincial and Local Government (Dplg) now the Department of Cooperative Governance and Traditional Affairs (CoGTA) played a national coordinating role in the implementation of the URP.

It should be noted, however, that the proclamation of the URP was never coupled with resources (financially and otherwise) for the meaningful and successful implementation of the programme. In an endeavour to reconcile the financial challenges identified, CoGTA facilitated the conclusion of the Financing Agreement between the South African Government (through National Treasury) and the European Union. The financial agreement entered into made provision for the European Union (EU) financial support to the Urban Renewal Programme in the Eastern Cape Province through the Sector Policy Support Programme (SPSP). The implementing agents are the Nelson Mandela Metropolitan Municipality (NMMM) and Buffalo City Metropolitan Municipality (BCMM), the respective hosts of the Motherwell and Mdantsane Urban Renewal Programmes.

The URP was born out of recognition by government that these areas need special attention to make up for the years of neglect and to ensure that communities in the nodes enjoy basic human rights such as the right to housing, education, health care, water, sanitation, electricity, employment safety and security.

The mandate of the Urban Renewal Programme (URP) is as follows:

- To conduct a sustained campaign against urban poverty and underdevelopment by focusing the support of all government agencies in a coordinated manner;
- To speed up service delivery and improve the quality of life of communities in the nodal areas;
- To fight poverty and underdevelopment through job creation, infrastructure development and stimulation of growth.

The Department of Cooperative Government and Traditional Affairs (CoGTA) is the national coordinator for the implementation of the URP. At provincial level, political champions (MECs) are delegated by the Premier to provide support to the nodes while provincial officials are delegated to ensure coordinated provincial support to the nodes. At municipal level, the Executive Mayors and City Managers provide political and technical leadership. From 2003 Buffalo City Metropolitan Municipality became the custodian of the Mdantsane Urban Renewal Programme and since then, the municipality has been responsible for the implementation of the programme in collaboration with other spheres of government.

2. Institutional Arrangements

The institutional arrangements set for the implementation of the MURP within Buffalo City Metropolitan Municipality (BCMM) are the Technical Task Team, Inter-sphere Coordination Committee, Stakeholders' Forum and Programme Steering Committee.

Since the MURP was a ten year pilot programme, there are plans to hold a strategic session for the MURP to review the implementation of the programme since 2001. Lessons learnt will be documented with a view to replicate these in other townships within the municipality's area of jurisdiction. The review will also pave the way forward in the implementation of the MURP for a sustainable impact. Currently, the municipality has budgeted R500 000 to conduct the impact assessment study of the MURP. This study will serve as a baseline for the sustainability plan of the MURP.

3. Projects Implemented at Mdantsane

The main funder of MURP remains the European Union (EU) through its Sector Policy Support Programme (SPSP). Due to non-compliance by the municipality with the EU funding conditions, funds have not been disbursed to the municipality since 2008. A funding application for the Third Fixed Tranche and the Second Variable Tranche was submitted to the EU in November 2012 but to date no funds have been disbursed to the municipality.

Most projects that are being implemented at Mdantsane are executed by various municipal service delivery departments. There are also projects implemented by other spheres of government, that is, Provincial and National Government.

Municipal Projects

Community Services

Projects implemented by Community services include the following:

Redevelopment of Mdantsane NU 2 Swimming Pool

This is one of the key projects identified for the development of Mdantsane. The old swimming pool is to be revamped as part of the initiative to develop sport activities in the node.

Mdantsane Eco-Park

The park was constructed by partnering with the Department of Environmental Affairs (DEA) as part of the greening programme initiated by DEA. The project was handed over to the municipality for maintenance. Community Services is the custodian of the eco-park.

Maintenance and Upgrading of Mdantsane Cemeteries

Maintenance of cemeteries is an on-going activity of the Community Services Directorate. Inadequate funding for maintenance is a challenge and the municipality should prioritize this as the state of Mdantsane cemeteries is not good.

Integrated Waste Management Plan

Waste collection programme for Mdantsane forms part of the Integrated Waste Management Plan of the Buffalo City Metropolitan Municipality (BCMM). The development of the plan is in progress and the service provider has been appointed. The draft plan has been completed and consultation with Councilors will commence.

Health and Public Safety

Projects implemented by Health and Public Safety include the following:

Learners License Centre

This is one of the key projects identified for Mdantsane for economic growth. The project is currently on tender.

Closed-Circuit Television (CCTV) Cameras

As part of ensuring safety and security in Mdantsane CCTV cameras were installed in strategic areas.

Upgrade of the Mdantsane Fire Station

The Fire station at NU 6 was upgraded and is functional.

Planning and Economic Development

Projects implemented by Planning and Economic Development include the following:

Integrated Rapid Public Transport Network

Public transport network for Mdantsane is done as part of the BRT for the entire municipality. The department is currently trying to secure additional funding for the implementation of projects identified in the plan. Draft report has been completed and has been circulated to departments for input.

Guidance Signage

The erection of signage in Mdantsane is underway particularly in areas that are not affected by the street and suburb naming process.

Mdantsane Local Spatial Development Framework (LSDF)

The plan is complete and will be submitted to Council for approval.

Land Identification for the Relocation of Mdantsane Infill Areas (Informal Settlements)

The project is still in progress and entails - data collection on developable land in Mdantsane, site verification, database of state, private and unregistered land in Mdantsane.

Executive Support Services

Projects implemented by Executive Support Services include the following:

BCMM Bursary Fund

Bursary was awarded to six beneficiaries from Mdantsane in 2013. Three recipients have graduated since the inception of the project.

Engineering Services

Projects implemented by Engineering Services include the following:

Upgrading and Rehabilitation of Mdantsane Roads

The project is ongoing. Gravel roads are also being upgraded though at a slow pace due to inadequate funding.

Electrification Programme

This project is also ongoing. A cession agreement has been entered into between the contractor and an established service provider due to poor performance experienced in the past.

Bufferstrip Sanitation

The project is ongoing but progressively slow due to funding shortage.

Housing

Projects implemented by Housing include the following:

- *Cluster 1 (Masibulele-161 units, Masibambane-156 units, Ilinge- 561 units, Velwano- 420 units & Dacawa- 161 units)*
- *Cluster 2 (Chris Hani-304 units, Winnie Mandela-300 units, Gwentshe-25 units, Mathemba Vuso-59 units, Daluxolo Village-88 units, Sisulu Village-15 units, Francies Meli-70 units & Mahlangu Village-91 units)*

- *Potsdam Unit P - Stage 2 -900 units*
- *Z. Soga*
- *Manyano & Thembelihle 850 units*
- *Potsdam East Kayelitsha 246 units*
- *Chris Hani - 304 units – rectification*
- *Mdantsane Zone 18cc - Phase 1 - 427 units*
- *Mdantsane Zone 18cc - Phase 2 - 1500 units*
- *Ikwezi Block 1-689 units*
- *Ikwezi Block 2-842 units*
- *Potsdam North Kanana-928 units*
- *Potsdam Village-800 units*

Projects by Other Spheres of Government and the Private Sector

Department of Health

Upgrading of the Cecilia Makhiwane Hospital

This project commenced in 2008 and is still in progress.

Department of Arts and Culture

State of the Art Community Library

This project commenced in 2010 and is still in progress.

Billion Group (Private Developer)

Mdantsane Mall

This is the major development and investment in Mdantsane by the private sector. The mall was completed in 2009 and has been in operation ever since. Job opportunities have been generated through this development for the people of Mdantsane. Essential services have been brought closer to the people and this saves them time and money. The development of the mall has attracted other services such as banks, gymnasium for entertainment, leisure and healthy living.

4. Challenges

Among many, the following are key factors hindering the effective implementation of the MURP:

- Lack of inter-sphere platform for inputs;
- Over-reliance on donor funding for project implementation
- Non-compliance with donor funding requirements.

DUNCAN VILLAGE REDEVELOPMENT PROGRAMME (DVRI)

1.1 Land Acquisition

The Land Administration Department has developed a DVRI Land Acquisition Programme which identified various parcels of land for development around the City. Some even have been donated to Buffalo City Metropolitan Municipality by Provincial Department of Local Government and Traditional Affairs.

These land parcels are owned by different entities, vary in size and will therefore yield different numbers of units. The number of units that will be accommodated per erf highly depends on the housing typology that will be chosen by the community.

1.2 City Planning

The influx of new people from outside of the city to Duncan Village in search of accommodation is adding to the constantly expansion of informal settlements within the confined limitations of Duncan Village. To address these challenges the Settlement Planning Branch within the City Planning Division of Council has identified, through the Ward Councilors, community structures, IDP of Council and Duncan Village Local Spatial Development Framework plan a number of potential projects.

1.3 Sanitation

The Sanitation Department is currently implementing the following projects, which are in the line with the mandate of DVRI

- Diversion of Wilsonia Sewage Phase 1
- Sewage Diversion (Drilling)
- Reeston WWTW upgrade-civil works
- Supply and Delivery of 17 Movable Ablutions Blocks

1.4 Reeston Thusong Service Center / (MPCC)

The Reeston Multi-Purpose Community Centre (MPCC) is an initiative in support of the notion of creating sustainable Human Settlements to enhance a two-way communication between government and the community. BCMM applied for funding for two MPCCs from the Provincial Department of Human Settlements (PDoHS). In response thereto, PDoHS approved funding to BCMM for the Reeston MPCC only. The project has been approved by BCMM Council on 12 December 2011. Mobilization of all stakeholders that are required to provide services at the MPCC has commenced.

Out of the 13 stakeholders invited only 8 which includes internal stakeholders that have submitted their structural requirements. Further engagements are taking place to follow up on certain departments. The Bid specification for procuring consultancy has been prepared and completed, However the BCMM line department are procuring for the installation of internal services at the site

1.5 Duncan Village Business Plan

This project is funded by the Department of Local Government and Traditional Affairs. This primary objective is to position DVRI for long-term implementation in order to reflect the DVRI's specific direction at a high level, and to create value for all DVRI stakeholders by providing valuable services to the community of Duncan Village. The final business Plan workshop will be convened on the 13 November 2013. Final business Plan report will be presented to the next Top management committee and Portfolio committee meeting.

2.6 Duncan Village Eco-Park

The Duncan Village Eco Park is implemented in conjunction with the Department of Environmental Affairs who has already appointed PTF Consulting as an implementing agent of the Eco Park in Duncan Village. It is aimed at improving the physical state of the township landscape and infrastructure to improve the overall functionality and to create the structure that will respond to the communities needs and promote economic development through social wellbeing. The aim of the project is also to promote sustainable development while ensuring that the immediate natural environment is conserved for future generations. The project has been completed.

2.7 Duncan Village Business Hives

The center services about 60 patrons per month and registering about seven co-operatives per month, on average. The area of coverage is from Scenery Park to Tsholomnqa. The center provides services from the SMME Development Unit, Agriculture, Tourism and Trade and Investment.

2.8. Duncan Village ICT Center

The DVRI unit has an initiative to engage its community in the sector, by establishing the Duncan Village ICT Center. This center is meant to serve the community of Duncan Village where in they will have access to various services provide by the center. Currently the center is at the marketing phase in preparation for the operation of the center.

2.9 Key Housing Development Projects In Duncan Village

DVRI Housing Pilot project consists of 323 housing units, made up of 131 units for Competition site, 44 units for Mekeni and 148 units for Heaven Hills.

DVRI Pilot Project

Contractor is on site, progressing slowly. 15 houses are anticipated to be handed over by Mid-September 2013.

REESTON PROJECT

Reeston Phase 3 Stage 2, 2500 (Internal Services Contract)

BCMM has appointed annual contractors to complete work that was left by terminated contractor (Khala Nati). These Annual contractors have been appointed to complete 951 sites that were left in different stages.

Reeston Phase 3 Stage 2, 2550 (Top Structure Contract)

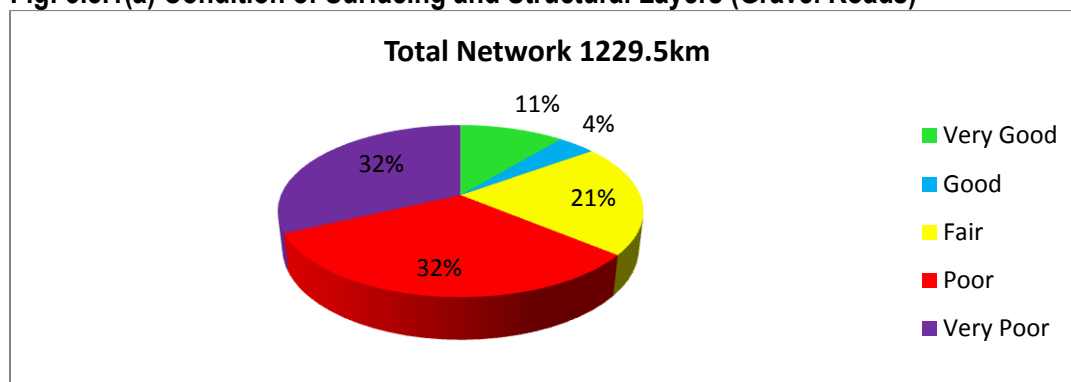
Metro has appointed a Professional Team to undertaking foundation and house designs and preparation of tender documents. Upon Completion of 951 site bidders will be invited for the construction of top structures as 1st phase.

3.7 ROADS AND STORMWATER MANAGEMENT

3.8.1 Road Network

The road network is one of the key components of the transportation system enabling mobility. A road network builds the economy. A large percentage of Buffalo City Metropolitan Municipality's (BCMM's) road infrastructure is old, rapidly deteriorating and has passed its design life. During financial year 2011/12 BCMM undertook a Condition Assessment of the BCMM Road Network the results of which were entered into the Pavement Management System. A detailed summary of the roads network per ward is appended in the section dealing with Sector Plan as it will form the basis of the Roads Master Plan which is currently underway. This road roadwork is made up of 1229.5 km of gravel roads and the 1501.5km of Surfaced Roads and the results from this study are depicted as follows:

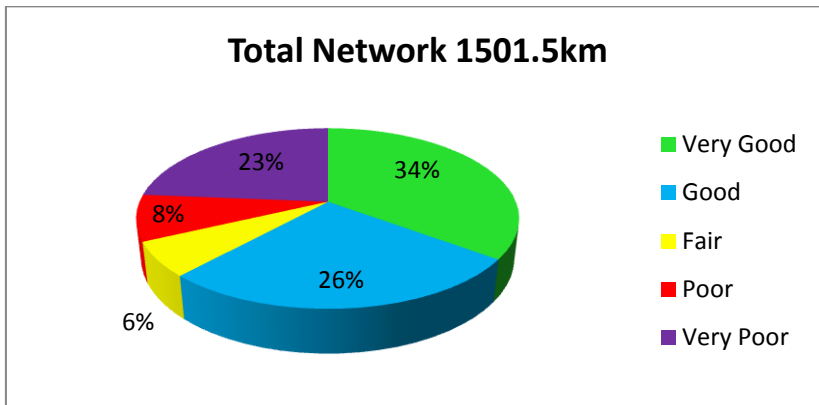
Fig: 3.8.1(a) Condition of Surfacing and Structural Layers (Gravel Roads)



Source: BCMM PMS & BMS Study.

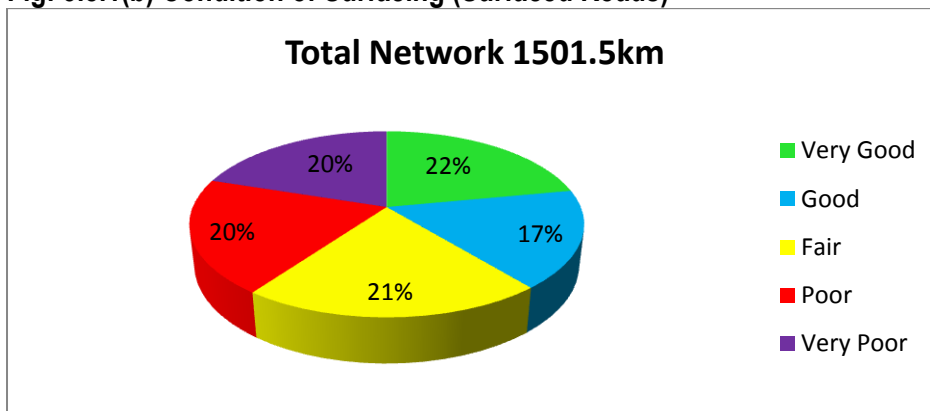
In summary, making reference to the afore illustrated diagram and legend (fig 3.8.1(a)) the said outlines the conditional assessment of the gravel roads and outlines that none 135.245km (11%) of the gravel road network are of very good condition, 49.18km (4%) are of good condition, 258,195km (21%) are of fair condition, 393,44km (32%) are of poor condition and 393.44 (32%) are of very poor condition.

Fig: 3.8.1(b) Condition of Structures (Surfaced Roads)



In Summary making reference to the afore diagram and the legend (fig 3.8.1(b) the afore diagram indicate that 510.51km (34%) of the structures of the surfaced road network is of very good condition, 390.39km (26%) is of good condition, 120.12km (8%) is of fair condition, 120.12km is of poor condition and 345.345km (23%) is of very poor condition.

Fig: 3.8.1(b) Condition of Surfacing (Surfaced Roads)



In Summary making reference to the afore diagram and the legend (fig 3.8.1(c) the afore diagram indicate that 330.3 km (22%) of the surfaced road network is of very good condition, 255.2km (17%) is of good condition, 315.3km (21%) is of fair condition, 300.3km (20%) is of poor condition and 300.3km (20%) is of very poor condition.

Due to works undertaken during financial year 2012/13, there has been some improvement to surfaced and gravel roads, hence the minor changes to conditional assessment.

Pavement and Bridge Management System was undertaken during 2011/12 to inform Council of the extent of the condition and measures to be undertaken so as enable BCMM to undertake a proper cost allocation for the maintenance and management of the road and bridge infrastructure network.

During this financial year, Buffalo City Metropolitan Municipality is going to compile a Roads Master Plan (RMP). The RMP will address all roads planning, design, revenue and funding related issues.

3.8.2 Budgetary Constraints

Huge costs are required in order to upgrade the gravel road network to bitumen surface.

In Mdantsane Township alone an estimated amount of ±R1billion is required to upgrade gravel roads to surfaced standards including stormwater control (surfacing of 205 km). Capital allocations are insufficient and only a small percentage of the road network is maintained or upgraded on an annual basis.

BCMM faces financial constraints for both the extension and maintenance of the road infrastructure. The annual increase in the maintenance budget has not kept pace with the escalation rates associated with this asset (road network). According to the **BCMM Bridge and Pavement Management System (BPMS)** study undertaken in 2012, the funding Backlog for maintenance of BCMM roads was estimated at R2.4 Billion. The study further stated R163.9 million had to be spent annually over a period of ten years in order to eliminate the backlog.

The estimated replacement costs for BCMM road network surface and structural layers is ± R6.58bn and ± R0.34bn for gravel roads (PMS 2012).

The 2012/13; 2013/14 AND 2014/15 MTREF Budgets are as per the below tables.

Table B10: The MTREF budget allocation 13/14 is as follows: Capital

Project	2013/14	2014/15	2015/16
Mdantsane Roads	R 53 000 000	R 67 500 000	R 70 000 000
Urban Roads Programme	R 92 000 000	R 100 000 000	R 95 000 000
Rehabilitation of Rural Roads	R 25 000 000	R 25 000 000	R 30 000 000
Rehabilitation of BCMM bridges	R 3 000 000	R 15 000 000	R 10 000 000
BCMM Roads Master Plan	R 3 000 000	0	0
Total	R 176 000 000	R 207 500 000	R 205 000 000

Table B11: Budget allocation is as follows: Operational

Project	2013/14	2014/15	2015/16
Road Maintenance : General	R 18 028 756	R 19 380 913	R 20 834 481
Road Maintenance : Rural	R 7 572 870	R 8 140 835	R 8 751 398
Stormwater control	R 7 390 827	R 7 945 139	R 8 541 025
Bridges	R 5 976 308	R 6 424 531	R 6 906 371
Equipment	R 48 470	R 52 105	R 56 013
Footpaths Improved	R 1 218 667	R 1 310 067	R 1 408 322
Gutter Bridge & Stormwater Drainage	R129 821	R 139 558	R 150 025
Motor Vehicles	R 641 847	R 686 777	R 734 851
Radio Equipment	R 3 231	R 3 474	R 3 734
Street Name Signs	R 48 467	R 52 103	R 56 010
Roads Master Plan	R 3 000 000	R 5 000 000	0
Traffic Signs	R 80 781	R 86 839	R 93 352
Deferred Maintenance	R 26 093 812	R 33 704 751	R 42 733 722
Motor Vehicles	R 816 809	R 873 986	R 935 165
Sidings	R 323 125	R 347 359	R 373 411
Roads Maintenance General (BCMET)	R 6 124 504	R 6 583 842	R 7 077 630
TOTAL	R 77 498 295	R 90 732 279	R 98 655 510

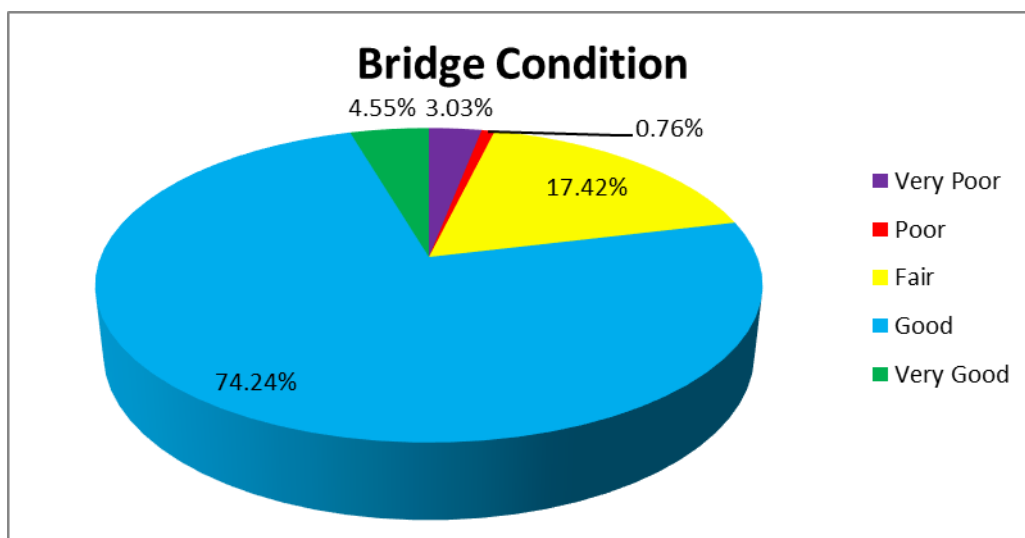
Considering the above figures, and comparing with figures as assessed in 2012, it is impossible the Roads and Stormwater challenges will be slightly turned around to address the backlogs in reconstruction and to carry out preventative maintenance. There might be major changes to BCMM road network due to possible transfer of 26 villages.

The BPMS (Bridge and Pavement Management System) is the key tool to ensuring the most judicious use of the limited resources effectively. It facilitates the monitoring of road conditions and prioritizes roads for rehabilitative treatments based on data entered during the condition assessment. Road inspections for the updating of the PMS must be undertaken bi-annually for surfaced roads and every five years for gravel roads. Due to financial constraints, this is not happening.

3.8.3 Bridges & Stormwater

The Bridge Management System (BMS) undertaken in 2012 and completed in September has facilitated the identification of 140 (number) bridge structures. Due to the funding constraint, there was no thorough condition assessment undertaken which would then analyse and result in a comprehensive BMS being put in place. An estimated 140 bridges and culverts have an estimated replacement value ± R1.5bn. The assessment on all roads and bridges within the Municipality has been completed by end of September 2012. The detailed summary is also part of the assessment report included in the Sector plans section. The profile of the condition of bridges and culverts in BCMM is as follows.

3.3.3(a) The Profile of the Bridge and Culvert Condition.



In summary the conditional assessment of the Bridges and culverts indicate that an estimated 6 (no), (4.55%) of structures are of very good condition, estimated 104 (no), (74%) are of good condition, estimated 24 (no), (17.42%) are of fair condition, estimated 1(no) (0.76%) are poor quality and estimated 5(no), (3.03%) are of very poor condition.

The Storm water Management System (SMS) is being implemented and is funded by BCMM. The Eastern, Northern, Central and Western regions are completed. The said have been integrated into the Infrastructure Management Query System (IMQS) Stormwater Module and the BCMM Geographic Information System (GIS). The SMS will assist in mitigation of storm water challenges within Buffalo City Metropolitan Municipality. The progress to date depicts the following profile:

3.8.4 WATER AND SANITATION

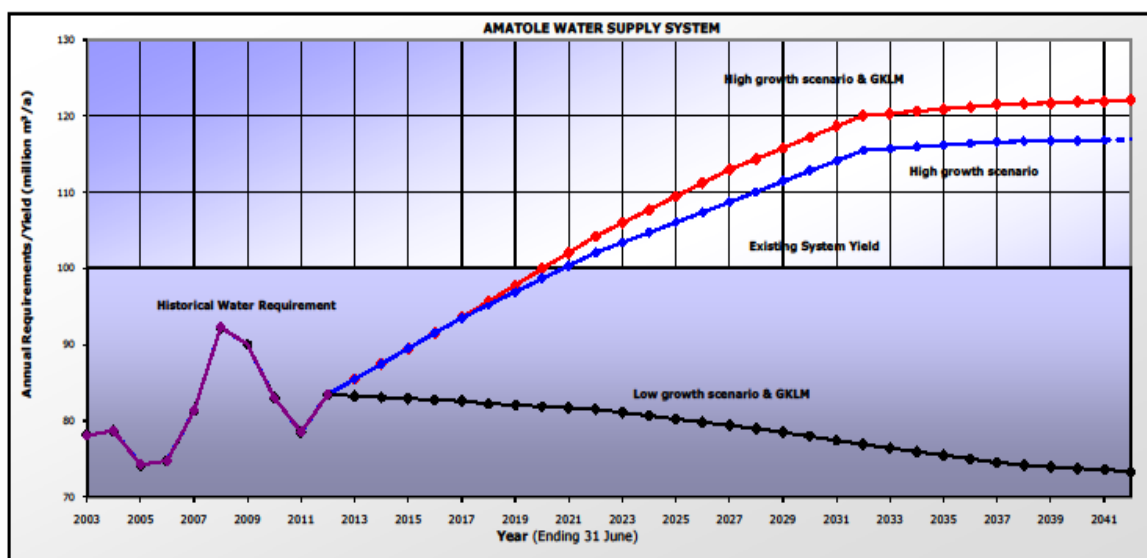
3.8.4.1 Water Supplies

(i) Water Resource Profile

The Amatola Water Resource System supplies the urban and rural areas of Buffalo City. Water is sourced from the Bridle Drift (main source), Rooikrantz, Nahoon, Laing and Sandile Dams and the Peddie Scheme. The Wriggleswade Dam provides storage backup for the system. The system is complex and is made up primarily of surface water resources, with limited groundwater resources suitable for only a few localised schemes.

FigureB16: below shows the current high- and-low-growth water requirement scenarios against supply available from the System.

Figure B20: Amatole Water Supply System: Water Balance 2012



The following conclusions can be drawn from figure 1 above based on the high-growth water requirement scenario; measures to reduce the requirement or to increase the system yield would have to be implemented by:

- Yield of individual dams (94.9 million m³/a) : 2018
- **Current operating rules (100.1 million m³/a) : 2021**
- Maximum yield possible from the System (108.1 million m³/a) : 2026

Based on the low water requirement scenario, the System has adequate yield to meet the requirements inclusive of supplies to the Great Kei area indefinitely.

In light of the above, the following recommendations are made:

- To plan and implement WC/WDM projects, which should seek to achieve a requirement savings of at least 1.2 million m³/per year for 8 years, as from 2012;
- Implement potential water re-use schemes, which should seek to deliver an additional yield of 2.9 million m³/per year over 5 years.

3.8.4.2 Water Infrastructure

The two main towns within BCMM (East London and King Williams Town and their surrounding areas) are experiencing growth at present and yet further growth is anticipated into the future. In addition, the low income housing programme being implemented by the Human Settlement Department will have great impact on the water supply infrastructure, requiring additional capacity to support this development.

In the light of the current operational constraints faced by King Williamstown and Gonubie, it is vital to ensure that sufficient resources are located towards the upgrading of the Water Treatment Works (WTW) capacity and bulk infrastructure conveyance.

In the consideration the current constraints in All Saints area of KWT and Gonubie an immediate intervention is required to address the issue.

The Water treatment Plants serving BCMM are operated at near capacity for the entire municipality and that is the alarming challenge and table below illustrate that further:

Table B12: Water Treatment Plants

Water treatment Plant (WTP)	Current Flows Peak Flows (Mℓ/d)	Design Capacity (Mℓ/d)	Proposed Capacity (Mℓ/d)
KWT	12.8	13	13
Laing	27	33	40
Nahoon	28	34	86
Umzonyana	111	120	120
Kei Road (new for KWT)	-	-	38

The total required funding to address the issue of bulk water conveyance and treatment works is detailed in the table below:

Table B13: Projects

PROJECT	SHORT TERM (0-5YRS)	MEDIUM-TERM (5-10YRS)	LONG-TERM (10+YRS)
West Bank Bulk	R 56 317 648	R 118 221 668	R 66 596 618
Umzonyana Gravity	R 134 276 430	R 162 676 759	R 13 898 756

Mdantsane and Dawn Bulk	R 32 601 720	R 119 278 294	R 45 871 321
KWT- Bulk	R 186 503 916	R 64 786 403	R 112 558 255
Nahoon Dam supply augmentation	R 120 000 000	-	R 220 000 000
TOTAL	R 529 699 714	R 464 963 124	R 458 924 950

To alleviate some of the current constraints within the system the municipality has allocated funding on the 2012-2015 MTREF to the project indicated in the table below.

Project Name	2012/13 Budget	2013/14 Budget	2014/15 Budget	TOTAL
KWT, Dimbaza and Bhisho Infrastructure(Water)	7 000 000.00	37 000 000.00	20 000 000.00	64 000 000.00
Relocation of Midblocks in Mdantsane	5 000 000.00	5 000 000.00	5 000 000.00	15 000 000.00
Amahleke Water Supply	3 000 000.00	3 000 000.00	3 000 000.00	9 000 000.00
Augmentation of WTW	12 000 000.00	22 000 000.00	22 000 000.00	56 000 000.00
Upgrade Water Networks	6 000 000.00	17 000 000.00	15 000 000.00	38 000 000.00
Bulk Water Supply Newlands and Other Areas	1 000 000.00	0.00	0.00	1 000 000.00
Ward 33 Bulk Water Supply Scheme	3 000 000.00	0.00	0.00	3 000 000.00
Bulk Water Supply Coastal Areas	5 000 000.00	1 276 293.00	0.00	6 276 293.00
Winterstrand Water Supply	1 000 000.00	0.00	0.00	1 000 000.00
TOTAL	43 000 000.00	85 276 293.00	65 000 000.00	193 276 293.00

3.8.4.3 Water Demand Management

BCMM has developed a Water Conservation and Water Demand Management (WC/WDM) Strategy, which focuses primarily on reducing the level of non-revenue water to enhance both the financial viability of and water supply sustainability to BCM, is for the 5-year period 2012/2013 to 2017/2018 and requires some R132 million to implement over this period. The Strategy targets a raw water savings of some 1.61 million m³/a (4.4 Mℓ/day) and a potable water savings of at least 4.67 million m³/a (12.8 Mℓ/day), which equate to an direct annual cost savings of some R15 million.

This Strategy is aligned with the following ongoing parallel initiatives:

- Revenue Enhancement Strategy; and
- Amatole Reconciliation Strategy.

The unbilled–unmetered water consumption and apparent losses will be addressed concurrently with the Revenue Enhancement Strategy, whilst addressing the “real losses” is the key focus of this Strategy. It is estimated that the “real losses” can be reduced by between 12 Mℓ/day and 20 Mℓ/day, depending on the accuracy of the deemed / “flat rated” water consumption, which is considered to be significantly understated at present.

The goals set in terms of this Strategy, are the following:

- Reduction of non-revenue water:
- Increased billed metered consumption:
- Reduction of raw water treatment losses:
- Ability to undertake detailed water balances:
- Promotion of water use efficiency
- Enhanced WC/WDM institutional capacity

Basis of Strategy:

Water Supply Perspective:

The need to conserve water and to use it more efficiently is a national imperative and legal requirement. The Amatole Water Supply System Reconciliation Strategy, developed jointly by DWA, BCM and other key stakeholders to ensure that there are adequate raw water supplies to support socio-economic development, environmental sustainability and equity within the broader BCM area, has identified WC/WDM as the key intervention to ensure a reconciliation of predicted water requirements with available supplies over a 30-year planning horizon.

The committee established to oversee the implementation of the Reconciliation Strategy resolved in 2010 that BCM:

- Develop a Water Conservation and Water Demand Management Strategy in 2011;
- Implement the funded WC/WDM projects already identified by the BCM, which seek to achieve a saving (requirement reduction) of some 4.7 million m³/a (12.9Mℓ/day) over a 2 year period (2011/12-2012/13); and
- Identify further WC/WDM projects that need to be ready for implementation as from 2013/14 and which need to achieve a requirement saving of at least 1.2 million m³/a (3.3Mℓ/day) per year over an 8 year period.

The committee also resolved that planning of the next surface water augmentation scheme would be based on BCM achieving at least a 75% of the savings deemed possible through WC/WDM, and that any supply deficit prior to this date would need to be addressed via other augmentation measures (e.g. water re-use) and/or supply curtailment (restrictions).

It is to be noted that this specific strategy focuses on Water Demand Management as the Water Conservation (WC) aspects are addressed in terms of the Reconciliation Strategy. This Strategy also only focuses on WDM aspects directly related to infrastructure owned and operated by BCM, as WDM interventions on the infrastructure owned and operated by the Amatola Water Board are also addressed in terms of the Reconciliation Strategy. Finally, it is also to be noted that this Strategy does not consider water re-use, as this is addressed in terms of a stand-alone BCM Water Re-use Strategy.

A comprehensive water loss study had been undertaken and the recommendations emanating from this study are being implemented, according to the available resources.

The Department of Water Affairs has provided a total funding of R12 million for water conservation and water demand management to address the following critical water conservation and water demand management issues within the next three years, started from 2011/2012 financial year.

- Installation of bulk water meters on all reservoir supply zones
- Installation of zonal/district water meters
- Metering of all communal standpipes and ablution blocks
- Metering of all flat rated properties
- Replacement of the ageing water meters and water mains
- Replacement of conversional standpipes
- Indigent plumbing repair program
- Relocation of mid blocks water mains

This allocation is planned to be spent for the installation of new water meters, indigent plumbing repairs and relocation of mid blocks water mains in Dimbaza, Phola Park, Reeston, Scenery Park, Sweetwaters, Phakamisa, Mdantsane, Duncan Village, Nompumelelo.

3.8.5 Bulk Sewerage Systems & Rural Sanitation

Sewerage systems in the City are well beyond their design lives, are in poor condition and are operating at capacity. The effect of this situation is that expansion of the city and the housing programme is now severely constrained and the environment is under threat from sewage spills and leakages. The provision of sanitation services is currently being undertaken as follows:

3.8.5.1 Rural

It is anticipated that the level of service for households outside of the Urban Edge will remain at current standards; namely communal standpipes and VIPs (or equivalent). Alternative sanitation technology options are however being investigated to optimise the operation and maintenance implications for BCMM.

3.8.5.2 Urban

The level of service for households within the urban edge will remain as per the current Policy, namely:

- Target level : erf connection and water borne sanitation; and
- Minimum level : yard connection and VIP (or equivalent).

Although the above is the level of service policy of BCMM, the target level of service is tending to be the default option provided.

3.8.5.3 Low Income Housing

The objective of BCMM is to move all residents residing in informal settlements into formal housing. This will result in those currently receiving a sub-RDP level of service, receiving a RDP or higher level of service. Although the actual numbers and delivery rates of low income housing are uncertain, it is anticipated that there may be a significant increase in low income housing units in the short to medium term, with higher levels of service being provided.

3.8.5.4 Middle & High Income Housing

Although the actual numbers and delivery timeframes for the middle to high income housing are uncertain at this stage, it is anticipated that delivery could be significant in the short to medium term, with full levels of service being provided. Delivery in certain areas could however be inhibited by bulk infrastructure constraints or financial constraints to provide the requisite infrastructure. The estimated funding shortfall to provide bulk infrastructure in the short to medium term for housing developments is R365 million.

3.8.5.5 Current infrastructure managed

The Sanitation Department is responsible for the operation and maintenance of:

- 15 Wastewater Treatment Works
- 2100 km of sewers
- 81 Sewer Pump Stations
- 83 000 VIP's

3.8.5.6 Description of treatment works

Status quo per Waste Water Treatment Works

i) Current Treatment Technologies

Current treatment technologies per plant are detailed below. This is equivalent to the do-nothing scenario where BCMM does not enhance treatment process.

No.	Treatment Works	Treatment Type	Capacity (Ml/d)	Flows (Ml/d)	Sludge Treatment	Sludge Dewatering	Sludge Disposal
1	Berlin	Biofilter	1.0	0.7	Anaerobic Digestion	Drying Beds	Agricultural
2	Bisho	Ponds	0.8	2.0	-	-	On-site
3	Breidbach	Ponds	0.8	1.3	-	-	On-site
4	Central	Biofilter	5.0	7.8	Anaerobic Digestion	Drying Beds	On-site
5	Dimbaza	Activated Sludge	7.0	8.1	Sludge Lagoon	Drying Beds	On-site
6	East Bank	Activated Sludge	40.0	35.1	-	-	Sea Outfall
7	Gonubie	Activated Sludge	6.0	6.6	Sludge Lagoon	-	On-site
8	Hood Point	Sea Outfall	40.0	14.3	Screening	-	Sea Outfall
9	Keyzers Beach	Ponds	0.1	0.1	-	-	On-site
10	Kidds Beach	Ponds	0.1	0.1	-	-	On-site
11	Mdantsane	Biofilter	24.0	11.1	Anaerobic Digestion	Drying Beds	On-site
12	Potsdam	Biofilter	9.0	4.8	Anaerobic Digestion	Drying Beds	On-site
13	Reeston	Activated Sludge	2.5	1.1	Sludge Lagoon	-	On-site
14	Schorntville	Activated Sludge	5.0	6.7	Anaerobic Digestion	Drying Beds	On-site
15	Zwelitsha	Activated Sludge	9.3	8.0	Anaerobic Digestion	Drying Beds	On-site
TOTAL			150.6	107.7			

3.8.5.7 Current Capital Implementation Programme

The current capital implementation programme details funding required to address shortfalls and compliance within the sewerage system.

Coastal

The **Gonubie WWTW** is currently being upgraded to 18 Mℓ/day and will be provided with 2 sets of mechanical dewatering belt presses. Sludge is to be disposed of at the Round Hill Land fill site.

The **Central WWTW** is to be decommissioned and flow diverted to the **Reeston WWTW**.

Midlands

The **Reeston WWTW** is to be upgraded by 10 Mℓ/day and accept effluent from the **Central WWTW** and the Reeston Catchment. The works position allows for expansion into a regional facility. Sludge lagoons are to be utilised for influent volumes up to 7.5 Mℓ/ day thereafter mechanical dewatering will be installed. Awaiting tenders to be award for 10 Mℓ/ day extension to the **Reeston WWTW**.

Inland

The **Schornville WWTW**, **Breidbach** and **Bisho Ponds** are to be decommissioned and all effluent diverted to a Regional WWTW sited at the existing Zwelithsa WWTW. Phase 1 has commenced with the construction of the pipeline from the Schornville WWTW to the Zwelithsa WWTW. Sludge management options still to be finalised considering agricultural use, on-site and off-site disposal and beneficial use at high loading rates.

3.8.5.8 Description of conveyance system

This section details the current state of infrastructure per wastewater treatment catchment.

Gonubie Treatment Works and Catchment

Treatment Works

The works serves the Beacon Bay and Gonubie areas and will be required to serve all new developments in the Quinera and Highway areas.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
1978	6	6,5

The sludge lagoons are at capacity and must be upgraded. Concern exists that DWAF will require another form of sludge handling that could be expensive.

Phase 1 of the upgrade is complete (increasing electrical supply/aerator capacity and constructing new inlet works).

Conveyance Infrastructure

The sewers in the suburbs are generally in a fair condition although the flat areas are subject to silting up. A high incidence of storm water infiltration or illegal discharge does occur.

The interceptor sewers are becoming suspect in structural integrity as well as in capacity. These sewers are all 25 years plus old, as are the majority of sewers in the catchment, and a comprehensive upgrade and maintenance programme will be required to maintain or replace them.

The interceptor sewer between Beacon Bay and Gonubie is also in excess of 20 years old and just about at capacity. Root ingress has caused spills and maintenance of the line is high.

The pump stations are generally sound and only require routine maintenance and replacement.

East Bank Treatment Works and Catchment

Treatment Works

The works serves the area between the Buffalo and Nahoon Rivers up to the Ziphunzana Highway, Amalinda Main Road and N2.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
1984	40	33

The 40 Mℓ/ day capacity is based on two aeration basins operating; only one was commissioned. The second basin is currently being commissioned.

The ELIDZ has indicated that they would like to purchase final effluent. This will require additional clarifiers to be built as well as the second aeration tank to be commissioned to ensure a better quality of effluent.

Conveyance Infrastructure

The sewers in the suburbs are generally in a fair condition. A high incidence of storm water infiltration or illegal discharge does occur in certain areas.

The sewers along the beachfront from the Orient Beach to Bats Cave are becoming suspect in structural integrity as well as in capacity. There are three sewers, the youngest is 40 years plus old, a comprehensive upgrade and maintenance programme will be required to maintain or replace them. No spare capacity exists in these sewers and overflows occur under storm conditions. Any breakdown of the sewers will result in the spillage of up to 25 Mℓ/ day of sewage onto the beaches that will result in beach closure of all major beaches.

Except for three pump stations that are in need of refurbishment or upgrade the pump stations are generally sound and only require routine maintenance and replacement.

The city pump station and rising main has no standby capacity and a major upgrade is needed to safeguard beaches. The electrical switchgear is also badly corroded.

The pump station at Nahoon is in sound mechanical condition but the electrical switchgear must be replaced as this is 20 years old.

A pump station at Second Creek pumps 10 Mℓ/ day of effluent per day from the Buffalo Flats and Gompo Areas. The problem however is that up to 14 Mℓ/ day of sewage flows to the pump station with the result that 4 Mℓ/ day of untreated effluent spills into the Buffalo River via Second Creek. This is mainly due to unacceptable water losses in the area that needs to be attended to urgently.

The effluent pumped from Second Creek joins the gravity flow from the CBD west of Oxford Street at Pontoon Road from where it flows through a tunnel to Hely Hutchinson Road. This tunnel was inspected

as sections are collapsing and the outcome reported to Council. Sections of the tunnel must urgently be repaired. Note that between 10 and 12 Mℓ/ day of sewage flows through the tunnel daily and a collapse will result in this effluent spilling onto Settlers Way (at the Zoo) and from there will flow into the harbour.

The development of the Vincent Park area has placed a major load on the interceptor that serves that area. This sewer runs partially under the storm water culvert from the same area and the sewer is subject to frequent surcharges caused by storm water ingress. This problem must be addressed urgently.

Vandalism in the sewer network in Duncan Village results in 35 to 50 blockages per day. These are caused by foreign material, such as stones, car seats, coke bottles, tin cans, broken manhole lids, etc. being thrown into the sewers. The Sewerage Branch expends large sums of its revenue budget to clear these deliberate blockages. The sewage spilt from these blockages run through Duncan Village to the Buffalo River and negatively impacts on Buffalo City as a tourist centre.

The Sewerage Branch has launched a community awareness programme to ensure the correct use of the sewerage system and the impacts of vandalism on the system and the city. Additional funding is required to successfully implement this campaign throughout the city.

West Bank Outfall and Catchment

Outfall

The works serves the area between the Buffalo River and the sea up to the IDZ.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
2002 -	40	12

A loan agreement is being negotiated with DBSA in the amount of R113 million for the construction of the sea outfall. DBSA has however added suspensive conditions to the agreement in that primary treatment must be installed and East Bank sludge is not to be discharged at Hood Point anymore. These conditions may well add between R50 million and R100 million to the project.

Conveyance Infrastructure

The sewers in the suburbs are generally old. A high incidence of storm water infiltration or illegal discharge does occur in certain areas.

The interceptor along the Buffalo River is in need of refurbishment. This interceptor cuts back along Sheffield Road to the south of Settlers Way. The sewer along Sheffield Road was constructed at a very shallow gradient and is running at capacity during peak flows. This sewer must be upgraded. The Bank Street interceptor in West Bank is in need of urgent replacement.

Central (Amalinda) Treatment Works and Catchment

Treatment Works

The works serves the Amalinda, Scenery Park and Wilsonia areas.

Built	Design Flow	Current Flow
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	(Mℓ/ day)	(Mℓ/ day)
1972 Upgraded 1997	5	6.9

Due to the exceptionally strong effluent these works are severely biologically overloaded. Development has been restricted in the catchment area in the late 1990's, this is still in effect.

A study has been completed on alternatives to upgrade the works, including re-routing to Reeston. Tenders have closed for Phase 1 of the pipe line to re-route effluent to the Reeston WWTW.

Conveyance Infrastructure

The sewers in the suburbs are generally in a fair condition. A high incidence of storm water infiltration or illegal discharge does occur.

The pump stations are generally sound and only require routine maintenance and replacement.

Reeston Treatment Works and Catchment

Treatment Works

The works serves the Reeston area.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
2003	2	1

The works was built to serve the housing development in Reeston, to date no flow has come from these houses. The extension to Reeston Housing is currently underway but no funding has been sourced to expand the works. Major problems are expected with upgrading as these works have sludge lagoons that are not accepted by DWAF for works above 2Mℓ/d capacity. The works requires upgrading to accommodate for flows from Reeston Extension 3 and the diversion of Central WWTW. The upgrade is required within a 2/3 period. Tenders have closed for the 10 Mℓ/day extension to the works.

The staff keys do not have adequate personnel allocated to these works despite numerous attempts to do so. This will cause serious problems if the housing is completed and sewage starts to enter the works.

Conveyance Infrastructure

The sewers in the suburbs are all new. The pump stations are new, requiring only routine maintenance.

2.8.5.9 Mdantsane East Works and Catchment

Treatment Works

The works serves the Mdantsane East area up to zone 10.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
1976	24	15

This works have been upgraded from 18 to 24 Mℓ/ day to cater for densification of Mdantsane and development of the Bufferstrip.

Conveyance Infrastructure

About 170 km of pitch fibre sewers remain from that which was originally installed in the suburb. These are all collapsing resulting in numerous sewer blockages; the only solution is to replace the pipes. The pipe bridges, where sewers cross streams have recently been refurbished. Refurbishment of manhole on interceptors is still required.

The pump stations are in a good condition and only require routine maintenance.

Potsdam Treatment Works and Catchment

Treatment Works

The works serves the Mdantsane West and Unit P.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
1984	9	5,0

The works is currently not overloaded but will reach its limit when the flow from Unit P reaches it. The effluent is pumped to the Mdantsane East Works and flows through the ponds to combine with the effluent of those works.

This works will have to be upgraded for densification of Mdantsane and development of the Buffer Strip or any other suburbs in the area of the Border Technikon.

Conveyance Infrastructure

Some pitch fibre sewers were installed in the suburb. These are all collapsing resulting in numerous sewer blockages; the only solution is to replace the pipes. The pipe bridges, where sewers cross streams, are also in a poor condition. Refurbishment is urgently needed.

The pump stations are good condition and only require routine maintenance.

Berlin Treatment Works and Catchment

Treatment Works

The works serves the Berlin residential and industrial areas.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
1972	2	1.081

These works were built primarily to serve the industrial area. Very little flow comes from there. During the last few years the township was reticulated and flow will now pick up.

The works are old and not much maintenance was done as portions of the works were "moth balled" for a long time.

Conveyance Infrastructure

The majority of the interceptors are 30 years old but have hardly been used.

Zwelitsha Treatment Works and Catchment

Treatment Works

The works serves the Zwelitsha and Phakamisa areas.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
1975 & 1982	9,2	7,8

These works is in a fair condition and reasonably maintained.

The flow has steadily increased due to the work of cleaning the sewer system in the suburbs and is likely to reach close to 9Mℓ/d when all the flow reaches the works.

Conveyance Infrastructure

The sewer network has been extensively abused and for many years and lacked preventative maintenance. A major drive should be launched to rectify this problem as spillage feeds directly into the Laing Dam.

Serious undermining of the main interceptor has taken place where informal brickfields exist in the floodplain of the Buffalo River. Extensive rehabilitation is required to stabilise the sewer.

Contractors are currently on site installing a pipeline from Schornville to the Zwelitsha WWTW in terms of regionalising WWTW.

Contractors are currently on site installing a pipeline from Schornville to the Zwelithsa WWTW in terms of regionalising WWTW.

The pump stations are in fair condition and require normal maintenance and component replacement.

Schornville Treatment Works and Catchment

Treatment Works

The works serves the King William's Town and Sweetwater areas.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
1971, 1981 & 1994	5	7

These works have been modified twice and was severely neglected when taken over. Extensive refurbishment has been done and the effluent quality is now as good as the present works can produce. The effluent does however not meet the permit conditions. The works is hydraulically and biologically overloaded.

The flow has steadily increased due to the work of cleaning the sewer system in the suburbs.

No further extension of the Schornville Works is possible on the present site and these works, together with the Zwelitsha Works and the Breidbach and Bisho Ponds need to be combined into a regional sewage treatment works possibly in the vicinity of the current Zwelitsha Works.

A moratorium has been placed on all development in the catchment that will generate sewage effluent until a solution for the sewage problem is found.

All flow is to be diverted to the proposed regional WWTW sited at Zwelitsha. Contractors have been appointed for the installation of the pipeline from Schornville to the Zwelithsa WWTW as phase 1 of the regional scheme.

Conveyance Infrastructure

The sewer network overall is in a reasonable condition but lacks preventative maintenance and upgrading. Interceptors need attention.

Dimbaza Treatment Works and Catchment

Treatment Works

The works serves the Dimbaza area.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
1986	7	8,1

These works is in a fair condition and reasonably maintained.

The closing down of factories in the industrial area has assisted in the works not being overloaded.

Conveyance Infrastructure

The sewer network is in reasonable condition.

A pump station has recently been discovered that was never connected to the system, this need be rectified.

Breidbach Ponds and Catchment

Ponds

The ponds serve the Breidbach area.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
1980	0,5	1.4

The ponds are severely overloaded. The final effluent is not chlorinated and flows into the Buffalo River above the Laing Dam.

A moratorium has been placed on all development in the catchment that will generate sewage effluent until a solution for the sewage problem is found.

Conveyance Infrastructure

The sewer network is in reasonable condition except in the Plateau development where smaller sewers, i.e. 100 mm diameter, were installed. Some sewers were also found to have back-falls on them. A thorough investigation is needed.

Bhisho Ponds and Catchment

Ponds

The ponds serve the Bhisho and Tyu-Tyu areas.

Built	Design Flow (Mℓ/ day)	Current Flow (Mℓ/ day)
1983	0,5	2

The ponds are severely overloaded. The final effluent is not chlorinated and flows into the Yellowwoods River above the Laing Dam.

A moratorium has been placed on all development in the catchment that will generate sewage effluent until a solution for the sewage problem is found.

Conveyance Infrastructure

The sewer network is in reasonable condition except in the Tyu-Tyu area where the new development is likely to cause spills at peak flows in the interceptor sewer.

3.9 Requirements for VIP pit contents

BCMM inherited 2000 and 30 000 VIP's from DWAF and ADM spread throughout the rural areas. All these were installed in the last 5-10 years and are becoming full and need cleaning out.

The experience gained in clearing out VIP's during the elections have shown that it is not an easy operation as all kind of foreign material is deposited into the pits. The content furthermore is normally quite solid and cannot be removed by vacuum tanker unless water is added and then mixed. Even then problems occur as plastic packets or bottles and lumps of newspaper clog the hoses.

More seriously however is the disposal of the content once in the tanker. Currently tankers have to drive long distances to treatment works to empty. Suitable dumping sites will have to be found within close proximity of villages if the clearing of household VIP's are going to be done on a regular basis.

Farms may need to be purchased on which pond systems can be established. Town Planning will have to take cognisance of these ponds as no housing development will be allowed within a radius of 800 m of the ultimate treatment works site since these systems do not have active treatment.

3.10 Financial implication and associated compliance risks

The following table sets out a first order estimate at capital funds required to address the backlog of the concerns raised above.

The risk matrix is based on the stratus- quo scenario of the projects detailed below. The associated risk is terms of non-compliance with relevant legislation requirements (permit, health and safety, environmental, Water and Waste Act, weighted equally) of the projects listed below.

The methodology applied to the Risk Assessment is based on a Qualitative Risk Analysis. Each risk identified was assessed on the likelihood of the risk occurring. The impact of the risk, should it occur is also assessed.

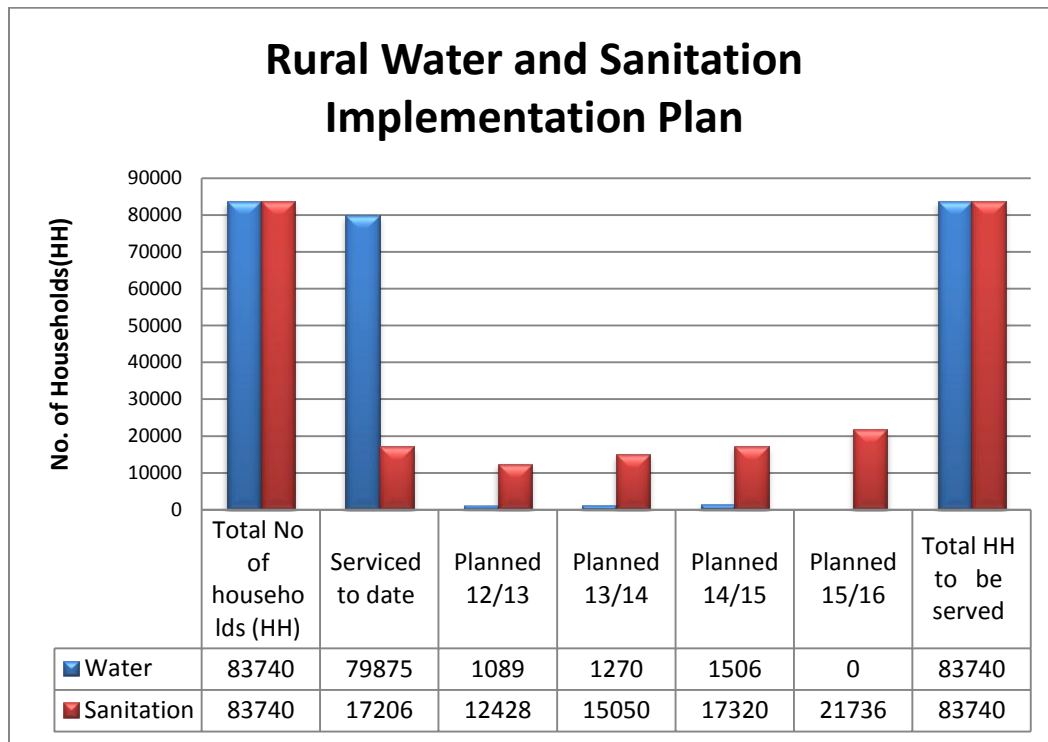
The identification of the risks was done by means of analysis of documented historically data. Risks identified and analysed are outlined in the table below:

<u>Ref.</u>	<u>Description</u>	<u>Estimate</u>	<u>Rating</u>
3	Gonubie Catchment		
3.1	Upgrade treatment works to 18MI/day and sludge handling facility	R60 000 000	20
3.2	Upgrade beach sewer.	R6 000 000	12

3.3	Secure works perimeter.- Works Fenced in phase 1 of upgrade	R1 000 000	20
3.4	Upgrade Quenera interceptor.	R13 000 000	20
4	East Bank Catchment		
4.1	Commission second aeration basin. – Contractor (Mamlambo) appointed and on site. Consultant CBM Consulting	R500 000	20
4.2	New clarifier.	R2 500 000	9
4.3	Refurbish electrical switchgear. Routine maintenance undertaken	R2 000 000	12
4.4	Repairs to City Pump Station. Consultant (CBM) undertaking feasibility study	R500 000	16
4.5	Standby capacity at City Pump Station. Consultant (CBM) undertaking feasibility study	R4 500 000	16
4.6	Replace / upgrade Eastern Beach sewers. Consultant (CBM) undertaking feasibility study	R25 000 000	25
4.7	Secure Pontoon Road Tunnel. Report submitted to Council and Budget requests – service provider appointed	R6 000 000	20
4.8	Upgrade Vincent Park Interceptor.	R6 000 000	12
5	West Bank Catchment		
5.1	Hood Point outfall sludge handling, including waste mixed liquor from East Bank.	? R50 000 000	10
5.2	Replace / upgrade Woodbrooke interceptor.	R1 500 000	12
5.3	Replace Bank Street Interceptor –Annual contractor has commenced with the replacement of sections	R2 000 000	16
6	Central Catchment		
6.1	Upgrade Central (re-route only) Tenders for Phase 1 for the diversion have closed. Awaiting award	R70 000 000	16
7	Reeston Catchment		
7.1	Upgrade works to handle new housing (upgrade to 30M/day) Tenders for the Phase 1 10 MI/day upgrade has closed.	R170 000 000	20
8	Mdantsane East Catchment		
8.1	Replace pitch fibre sewers	R60 000 000	9
8.2	New nightsoil vehicles to clear VIP's in Newlands	R3 000 000	12
8.3	Build treatment facility for VIP clearance (Ponds)	R5 000 000	12

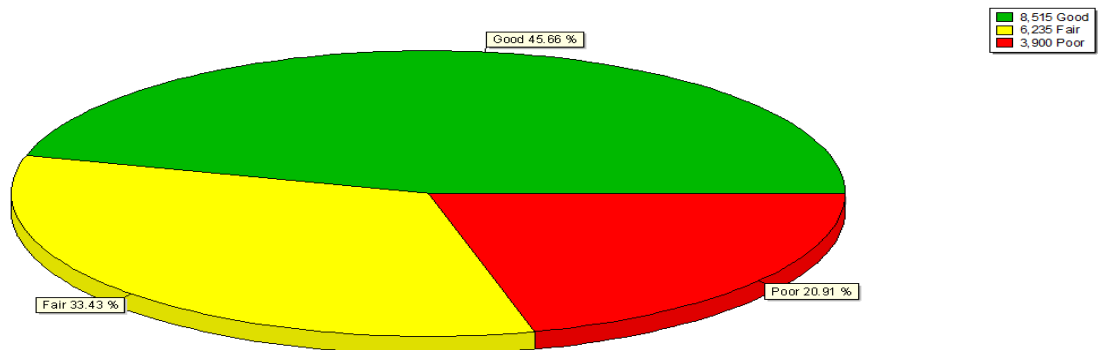
8.4	Replace / refurbish pipe bridges.	R8 000 000	9
9	Potsdam Catchment		
9.1	Upgrade Works	R20 000 000	9
9.2	Upgrade interceptor sewers	R2 500 000	9
10	Berlin Catchment		
10.1	Refurbish works	R500 000	9
10.2	Repair / replace pump stations	R500 000	9
11	Zwelitsha Catchment		
11.1	Build regional treatment works – 17.5 Ml/day.	R150 000 000	20
11.2	Construct interceptors and de-commission old works and ponds – Phase 1 Schornville to Zwelithsa pipeline has been awarded	R25 000 000	20
11.3	Secure interceptor along Buffalo River.	R5 000 000	16
12	Schornville Catchment		
	Note no upgrade – new regional works under Zwelitsha Phase 1 Schornville to Zwelithsa pipeline has been awarded	R 30 000 000	16
12.1	Refurbish / upgrade interceptors.	R1 000 000	9
13	Dimbaza Catchment		
13.1	Refurbish interceptors and pump stations.	R1 000 000	9
14	Breidbach Ponds Catchment		
	Note no upgrade – new regional works under Zwelitsha. Phase 1 Schornville to Zwelithsa awarded		20
14.1	Allow for sewer replacements.	R1 000 000	
15	Bhisho Ponds Catchment		20
	Note no upgrade – new regional works under Zwelitsha. Phase 1 Schornville to Zwelithsa awarded		
14.1	Allow for sewer replacements.	R1 000 000	9
16	Facilities for VIP clearance		

Water	83740	79875	1089	1270	1506	0	83740
Sanitation	83740	17206	12428	15050	17320	21736	83740



The total required funding to address the sanitation backlog (Rural and Informal) on ward 49,40, 31, 33, 44, 43,16,45 and 36 is R431 742 000 to

Fig: 3.8.3(a) Stormwater Node Functionality (condition)



The graphical presented pie chart indicates that 6235 (no), (45.65%) of stormwater mitigation structures are of good condition, 6235 (no) (33, 43%) are of fair condition and 3900 (no) (20.1%) of stormwater structures are of poor condition and the said need immediate funding and intervention.

4. KPA 3: LOCAL ECONOMIC DEVELOPMENT

4.1 Overview

This section focuses on programmes and activities that the municipality has been involved in, to stimulate the local economy during the period under review. The chapter will account for interventions implemented and challenges encountered in creating a vibrant economic climate of Buffalo City Metropolitan city.

4.2 Global Context of Economic Development

According to the Organisation for Economic Co-operation and Development (OECD) 2012, the continuing crisis in the Euro-zone remains the single biggest risk facing the global outlook. The IMF has projected global growth to drop from 4.0% in 2011 to about 3.5% in 2012 because of weak activity during the second half of 2011 and the first half of 2012 (See Figure 1). Real GDP growth in the emerging and developing economies is projected to slow down from 6.3% in 2011 to 5.7% in 2012, then to reaccelerate to 6.0% in 2013 assisted by easier macroeconomic policies and strengthening foreign demand

During the first quarter of 2012; Japan grew by 1.0%, China by 1.8%, Brazil by 0.2% and India by 1.3% in real terms quarter-on-quarter. In this current year however, due to last year's crisis in Japan, trade deficit in Japan is expected to widen and public finances to move beyond the limits of the budget. Among developed countries, Japan has the largest government debt projected at 243% of GDP in 2012.

The Euro-zone is still projected to go into a mild recession in 2012 as a result of the sovereign debt crisis and a general loss of confidence, the effects of bank deleveraging on the real economy and the impact of fiscal consolidation in response to market pressures. Due to problems already mentioned in Europe, activity will continue to disappoint for the advanced economies while job creation in these economies will likely remain sluggish thus putting pressure on the level of unemployment.

The overall world growth is insufficient to make a major dent in high unemployment rates. According to the International Labor Organization (ILO), about 200 million people worldwide are still looking for jobs. The increase in unemployment has been very severe in advanced economies; emerging economies and developing economies leading to high youth unemployment. This also occurs in South Africa and in the Eastern Cape in particular. Large number of women and young people enters the workforce yearly causing growth in the labour force to outstrip employment creation. As a result, strict unemployment in the Eastern Cape increased to 28.3% in 1Q2012 from 26.9% in 1Q2011. The high rate of unemployment exacerbates widespread poverty, with about 3.4 million people (49%) in the province living in extreme poverty.

The question that needs to be asked is that, is ***what is the effect of the European crisis on South Africa and the Eastern Cape?*** The answer lies with economic globalization, mainly in terms of financial contagion and exchange rate. International economic and financial integration has created opportunities for growth and development, has also caused crisis to spread over from one country to another. The effects of the effects of the European crisis on South Africa and Eastern Cape economies are the following:

- Europe followed by Africa and North America are the top 3 South Africa export vehicles destinations.
- The Eastern Cape produces almost half of South Africa's passenger vehicles

and generates half of the country's passenger vehicle export.

- The Eastern Cape economy heavily relies on the automotive sector.

Therefore, this crisis could impact on export demand for the South African automotive sector, which could reduce output and eventually affect employment in the automotive sector. The European crisis could also affect the number of tourists coming to South Africa. At a micro level, this crisis could reduce the amount of remittances to South Africa, rendering vulnerable poor households that rely on remittances from Europe.

4.3 South African Context of Economic Development

According to the OECD (2012), the quarterly preliminary GDP estimates in the G20 area grew by 0.8% in the first quarter of 2012 compared with 0.7% in the fourth quarter of 2011. This small pick-up in aggregate G20 GDP growth still masks diverging patterns among the world's largest economies. The growth in the Eastern Cape was mainly driven by the increase in manufacturing activities which contributed the most to the economy by 8.2%. This sector has a relative size of 15% of the Eastern Cape economy

4.4 Eastern Cape Context of Economic Development

The manufacturing sector grew the fastest by 8.2% and has a relative size of 15% of the province economy. Despite these impressive contributions, the business confidence in the manufacturing sector, in terms of expected real investment in machinery and equipment, is still negative. Similarly, manufacturing business confidence has not picked up to the levels it had before the 2009 recession.

4.4.1 Unemployment trends in South Africa and in the Eastern Cape

Since 1994, unemployment has remained one of the top three challenges facing South Africa. Despite strong expansion in the Eastern Cape economy, the Province lost 40 672 jobs in the first quarter of 2012 accelerating unemployment rate to 28.3% in in the first quarter of 2012 from 26.9% in in the first quarter of 2012 there were 504,000 people looking for work who could not find work in the province. Hence in in the first quarter of 2012 unemployment rate using the strict definition was 28.3% in the province and 25.2% in South Africa. However, there were also 399 000 discouraged job-seekers and by adding up the number of unemployed and discouraged work-seekers, leads to 903 000 people unemployed, which then brings unemployment rate in the Eastern Cape to 43.1%.

The causes for unemployment are very complex can be attributed to several factors such as:

- A slowdown in economic activity and inadequate economic growth leading to stagnation in the labour market,
- The inability of the formal and informal economy to create sufficient employment opportunities for a growing population,
- The increasing trend towards capital intensity in the South African economy due to
- labour market unrest, the influence of trade unions, the generally low level of skills, and rigid and inflexible labour markets, and
- General uncertainty regarding future economic prospects.

4.4.2 Employment trends in South Africa and in the Eastern Cape

Looking at employment in the Eastern Cape, males employed in the province, 75% are in the private sector and 18% are in the public sector. Of all females employed in the province, 26% are in the public and 57% are in the private sector. Overall, the private sector employs more people than the public sector.

4.5 Buffalo City Metropolitan Municipality Context of Economic Development

The focus of the Department has not changed in terms of its strategic goals and objectives. There was a need to align the Department's programmatic activities and programmes to those of the province. This was to ensure alignment of programmes and synergy. The Department has placed increased emphasis on the following programmatic activities Agriculture and Rural Development, Tourism Development and Promotion, SMME Development and Trade and Investment. An additional service or function also rendered is the East London Fresh Produce Market which provides revenue for the municipality and an opportunity for trading.

In terms of organizational environment the department has vacancies that need to be addressed as a matter of urgency [within the next 6 months]. A review of the municipal structure in lieu of the new metropolitan dispensation is being undertaken to ensure that there is adequate capacity to implement the legislative mandate.

There has been a requirement to review and revise sector plans based on changes in the environment within which the municipality operates and to ensure alignment with the national policies. In this regard the institution has finalized the Tourism Master Plan, it is due to be tabled to Council for approval. A process underway is the review of the Integrated Agriculture Rural Development Strategy. This is to ensure that municipality has a strategic approach to rural development and both comparative and competitive advantages of rural economies.

Furthermore the institution will be reviewing the Economic Development Strategy as part of the Municipal Growth Development Strategy. This is to ensure alignment with the objectives of the National Growth.

Stakeholder coordination and partnership is one of the integral components in driving economic development. The Metro has implemented projects in partnership with other national departments i.e. Department of Tourism. In the implementation of these partnership projects Project Steering Committees were established. The Project Steering Committee meetings are chaired by the Portfolio Head and representatives are drawn from funding departments or institutions, officials from the municipality and project beneficiaries. The projects Steering Committee provide oversight and monitor progress in the implementation of all projects.

Furthermore the Metro has established various stakeholders forum in accordance to the sectors i.e. SMME Forum, Cooperative Forum, Tourism Association and Agricultural Stakeholders forum. These forums meet on a quarterly basis to discuss and input in council initiatives and they are a strong linkage between the municipality and the various sectors.

The office of the City Manager has initiated a process of establishing and coordinating a high level engagement between established business and the municipality. This forum is an Economic Advisory Forum and made up of the Chief Executive Officer of East London Industrial Development Zone, MBSA, and Heads of the two Universities [Walter Sisulu and Fort Fare]; Tourism and Parks and the Chairperson of the Business Chamber.

As strategic intervention in the nodal Metro areas, the institution is operating business support and tourism centers. The business centers are the Mdantsane One Stop and Duncan Village Business Hives. Business centers provide business information services, business development services and business registration. Tourism center are Mdantsane Tourism and Dimbaza Wall of Fame. Tourism center coordinate all tourism development activities and events in the nodal areas. Implement tourism development programmes and provide tourism information and promote the areas tourism attractions.

○ **Agriculture and Rural Development Programme**

Agriculture has been identified as a sector that can improve the livelihoods and standards of living of both the urban and rural communities. BCMM Agriculture focuses on both urban and rural agricultural development. The city works closely with the department of Rural Development and Agrarian Reform (DRDAR).

Gross Geographic Product (GGP), is a significant indicator of economic activity and comprises the value of all goods and services produced during one year within the boundaries of a specific region. The agricultural sector's contribution to GGP between 2001 and 2011 was at an average of 1.8 % (Quantec Standardised Regional Study, 2011). This is considered low compared to other sectors within BCMM. The information is based only on formal agriculture (commercial agriculture), excluding subsistence farming. The agricultural sector has been shown to be a prominent employer within BCMM even though it has a low GGP.

BCMM is currently in a process of reviewing its Integrated Agriculture and Rural Development Strategy. The previous strategy was adopted during 2006/07 financial year. A number of recommendations were made by the 2006/07 strategy; majority of projects recommended could not be implemented due to capacity challenges. Even so, two programmes have been implemented successfully, namely: Hydroponics programme, Macadamia Nuts Programme as well as Rural infrastructure development for livestock improvement.

BCMM has four different categories of farmers, namely:

- Household gardeners
- Subsistence farmers
- Communal farmers
- Cooperatives
- Small holder farmers
- Commercial farmers

The Household food gardens programme is mainly supported by DRDAR, but has been observed that not much backyard and household food gardening is taking place within BCMM.

Communal and subsistence farming mainly occurs in the rural areas, with communities utilizing the lands available. However, there are still major challenges faced by these farmers and these relate to infrastructure and equipment such as arable land fencing, operational equipment such as mechanization and high input costs. DRDAR has a Provincial Ploughing Initiative in which it is trying to assist the communal and subsistence farming to plough their lands. The department provides mechanization to identified farmers and the farmers contribute by purchasing the inputs. Rural livestock farmers are also faced with infrastructure challenges such as camp fencing, road boundary fencing, dip tanks, moving sale pan, etc. DRDAR though the CASP programme is also trying to assist with these. BCMM has also tried to intervene by providing some camp fencing, dip tanks but is also unable to meet the demand.

Some farmers form cooperatives and also the cooperatives struggle to make it due to capacity problems. BCMM has trained 50 cooperatives in partnership with NetsAfrica in Cooperative organizational Development through the Fort Hare Institute of Governance.

Within the BCMM area National Department of Rural Development and Land Reform has redistributed farms to a number of black emerging farmers and the majority of those are tomato farmers. The majority of these farmers has and is still experiencing infrastructure problems due to deteriorating equipment. BCMM has tried to intervene in some but could not assist all the farmers due to financial resource constraints.

The tomato industry is location niche market for BCMM as tomato is mainly grown within the BCMM area. However, the emerging farmers and cooperatives are still experiencing challenges with regards to infrastructure, meeting required local, national and international health standards. The majority in the market are still commercial farmers who have been in the industry for a very long time. The other challenge for these farmers in packing facilities as most packing facilities within BCMM are privately owned. BCMM has in partnership with NetsAfrica constructed a pack shed in Mdantsane that is still experiencing challenges due to lack of personnel and adhering to the GAP standards so as to be able to market directly to the big retailers.

Land ownership and transfer is still a challenge within BCMM as a lot of agricultural land is owned by the state and the other challenge is that of agricultural land being rezoned for residential purposes.

BCMM has been focusing on capacity building as well focusing on Organic Farming Training. This has been identified as a niche market and currently DTI has negotiated with the four big supermarket retailers for organic produce, however, the challenge is meeting that demand. Dti is prepared to assist farmers with the certification process as long as there is enough hectares available. BCMM could not provide enough land.

The hydroponics programme is continuing well both in urban and rural areas, however, there is still scope for expansion and would like to add value to the products by being able to process some of the produce.

In conclusion, 2012 is still faced with numerous challenges within the agricultural sector, starting with internal capacity to support the approved programmes as well as challenges faced by the sector.

○ **East London Fresh Produce Market**

This is a municipal entity that provides facilities for the storage and distribution of the fresh produce. It receives and sells the produce to the public on behalf of the farmers who are the suppliers. This is also a revenue source for the municipality. The market agents operate in the allocated floor space. Transformation and economic empowerment still remains a challenge of as the Market Agents still remain a predominantly white sector.

Key objective of the East London Fresh Produce Market is to transform the market and encourage participation of historically disadvantaged groups. This objective would be met by facilitating access into the market by historically disadvantaged individuals (HDI). For 2009/10 the Fresh Produce Market prioritised the following programmes extension of the sales hall, upgrading of the Sales System, Upgrading of informal traders (hawkers) storage facilities, Upgrade of cold room facilities. The extension of the sales hall is an attempt to create more trading space and thus allow access for HDI Market Agents. This is also an opportunity made available to SMME's and Cooperatives in the Agricultural produce sector.

As part of the contribution in the Informal Development support, eleven (11) Informal Traders Storage facilities were constructed and of which two (2) were reserved for people living with disabilities. This is in line with streamlining of cross cutting responsibilities of the municipalities (HIV & AIDS, Youth and Designated groups), providing a municipal facility that provides facilities for the storage and distribution of the fresh produce. To improve the administrative efficiency of the market there was upgrading of the sales system into Fresh mark system. This is an administrative used by the majority of municipal fresh produce markets.

In terms of financial performance of the Market, the annual turnover is at an average of R284 million. The market is supplied by about 850 commercial farmers of which 2% are emerging farmers. The informal traders (hawkers) constitute 35% of the traders at the market.

○ **Tourism Development and Promotion**

Tourism is one of the economic drivers in the municipality. The attractions of the city include natural resources, culture and heritage. Buffalo City is strategically located and boasts good infrastructure which makes it easily accessible.

Tourist profile to BCMM

Buffalo City receives 21% of foreign visitors and 79% of domestic visitors. The source of foreign markets are: Germany, United Kingdom, France, Italy, Holland and America. The source of domestic market is Gauteng, Western Cape, Free State and KwaZulu Natal. Most visitors to the city are visiting friends and relatives. 69% of visitors are for leisure, whilst 19% are business tourists and the remainder is for other purposes. The majority of the visitors to the city are middle income earners. Buffalo City is rated as an affordable destination compare to other cities. Most tourists visiting the city spend an average of 2, 5 nights.

Key types of tourism in Buffalo City

1. Business Tourism

Buffalo City metro is the administrative capital of the Eastern Cape. Consequently the area is host to numerous government officials and guests due to its relative centrality and accessibility and development when compared to other parts of the province. A number of government departments often conduct meetings and conferences in the area. As a developed town serviced by commercial airport and its own port, Buffalo City attracts many business tourists from companies currently operating in the area and those looking for business opportunities in the area. The survey recently conducted indicates that 70% of accommodation sector benefits immensely from business tourism. The development of the ICC is a plus to the city to grow the business tourism.

2. Sport and events Tourism

Buffalo City continues to be the Mecca sporting destination. The city is host to many popular and world renowned sporting events such as Iron Man, Africa Golf Open etc. The benefits associated with the hosting of the major sporting events are humongous.

Other events

Buffalo City is slowly emerging to be one of the events destinations. There are a number of events of national importance that have identified Buffalo City as a suitable host city. These events include amongst other the following: Buyelekhaya Jazz Festival, South African Traditional Music Awards, National Tourism Career Expo and Harbour Festival. The events listed above have the national footprint which boosts tourism numbers in the city. Even though this is the case, Buffalo City still needs to develop an event strategy that will assist Buffalo City to position itself as an event destination and be in a position to compete with other cities.

Adventure Tourism

Buffalo City offers a wide variety of adventure activities. From hiking to canoeing, horseback riding, bungee jumping, abseiling and quad biking, buffalo city has it all. The city continues to be on par with all other adventure destinations. The city receives a number of tourists who visit the city to enjoy the adventure activities. Adventure activities are amongst the list of things that people visit Buffalo City for.

Culture and Heritage Tourism

Even though the city is rich in culture and heritage, this sub-sector has not yet been fully developed and utilized to its full potential. The development of both the cultural and heritage product should be prioritized. The development of the Liberation Heritage and Tourism route in the city will assist in ensuring that this sub-sector is nurtured.

Performance of the Tourism Industry.

Tourism's annual contribution to the economy of buffalo city is estimated at 508 million (direct spend on accommodation). This excludes indirect spend done in all other tourism related services such as transport, restaurants and attractions. According to the survey recently conducted by Intengu commissioned by the Department of LED, Tourism and Rural Development the occupancy rate at most of accommodation establishments is at 49%. Tourists spend an average of 2.5 nights in BCM. The investment in the tourism sector over the last three years is conservatively estimated at over half a billion rands. The challenge that the city is currently faced with is the unavailability of the data intelligence system that will assist the city in constantly monitoring and evaluating the performance of the industry.

Key issues/challenges in developing and growing the tourism sector in buffalo city

Buffalo City as a tourist destination is not growing but rather maintains the status quo. The following are cited as the reasons that hinder growth of the tourism sector:

- Lack of adequate promotion and marketing of the city as a tourist destination.
- Lack of cleanliness of the city
- Lack of adequate safety and security for visitors especially on the beaches
- Lack of adequate public transport to allow people to visit various tourist attractions within the city.
- Lack of anchor projects e.g beachfront development or any other major tourist attraction over the last 10 years.
- Undeveloped beach front

- Poor maintenance of existing tourist facilities such as zoo, aquarium.
- Lack of data intelligence system to monitor and evaluate the performance of the sector.
- Lack of coordination between various players in the industry.

○ **SMME Development**

Internationally, in both developed and developing countries, it has been accepted that SMMEs are the backbone and the driving force of economic growth and job creation. In South Africa, SMMEs account for approximately 60 per cent of all employment in the economy and more than 35 per cent of South Africa's Gross Domestic Product (GDP). SMMEs are often the vehicle by which the lowest income people in our society gain access to economic opportunities. The sector represents 97.5 per cent of the total number of business firms in South Africa and that it contributes 42 per cent of total remuneration. SMMEs account for some 3.5 million jobs and have between 500 000 and 700 000 businesses. The quantification of the contribution of SMMEs in Buffalo City Metropolitan Municipality is not known as no information is available on this subject.

Business Development is a key economic development tool and Buffalo City Metropolitan Municipality focused on the development of the second economy as its key intervention. Second economy is known for its potential to create jobs, encourage entrepreneurship and improve competitiveness.

During the 2011/2012 financial year, the SMME Development unit prioritized capacity building and training and access to finance of SMMEs within BCMM area of jurisdiction. To this end, four training projects (Business Management, Cooperative Governance, Tender Advise and Customer Care) aimed at enhancing sustainable growth and development of SMMEs and cooperatives were implemented during the reporting period. In this process, 240 trainees representing their respective SMMEs benefitted from the above-mentioned training projects. In addition, an NQF Level 2 Emerging Contractor Development Programme aimed at building the capacity of 20 emerging contractors from Zwelitsha and surrounding areas was also implemented. The programme was linked to the municipal Expanded Public Works Programme being implemented by the municipality's engineering directorate.

In a bid to create a conducive environment for SMME access to finance, 12 primary cooperatives from different geographical areas of BCMM benefitted from the R1 million Cooperatives Development Fund Project implemented during the reporting period. Each of the above-mentioned cooperatives received equipment to a maximum of R100 000.

The 2012/2013 financial year is geared towards the continuation of the building of SMME capacity, provision of business information through SMME information seminars and the development of the city's Cooperatives Development Strategy. BCMM, in collaboration with the Department of Economic Development Environmental Affairs and Tourism (DEDEAT), is in a process of establishing a Cooperatives Development Centre to be situated in King William's Town. The center is solely aimed at promoting, growing and developing primary, secondary and tertiary cooperatives within the municipality's jurisdiction. The city currently does not have the SMME Development Strategy and the Informal Sector Development Strategy documents which provide a framework for the development of the SMME sector.

SMMEs in BCMM have the following challenges:

- Access to finance
- Access to information
- Access to markets

- Access to business infrastructure
- Access to modern technology

- **Trade and Investment**

Trade and Investment is a critical factor for sustained economic development and growth. Key objective was to increase and attract foreign and domestic investment. This objective would be met by implementing three programmes which are research initiatives (Economic Intelligence), Business Retention and Expansion (BRE) and Invest Buffalo City. Economic recession had a negative impact on the investment recruitment and attraction. Further more limited internal and external resources comprised the implementation of projects earmarked to achieve this noble objective.

Annual Business Unlimited Expo was successful event held to promote local businesses. Five SMME's were supported by the department to participate in the event. The supports included the registration to the pre-event training, exhibition stand to exhibit products and participate in workshop targeted to SMME's.

Invest Buffalo City is programme still at conceptual stage. It is partnership between Buffalo City Metropolitan Municipality, Eastern Cape Development Corporation and East London Industrial Development Zone.

Partnerships with institutions involved in Investment recruitment was explored with East London Industrial Development Zone (ELIDZ), Eastern Cape Development Corporation and the Border Kei Chamber on the Invest Buffalo City initiative.

5. KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

This is a key strategic area in ensuring that Buffalo City Metropolitan Municipality is well capacitated and in a healthy financial state to effectively provide services within the Municipal area.

This section is responsible for the following: -

- Financial Management;
- Revenue Management;
- Supply Chain Management; and
- Asset and Risk Management.

5.1 FINANCIAL PERFORMANCE

The section that follows provides an analysis of the financial performance for the financial years 2009/10 to 2011/12.

5.1.1 Summarized 2010/11 to 2012/13 Financial Performance

The Financial Statements listed below relate to the financial years 2012/13, 2011/12 and 2010/11.

Table B20: Statement of Financial Performance for the Financial Years 2012/13, 2011/12 and 2010/11.

	2012/13 R m	2011/12 R m	2010/11 R m
REVENUE			
Government grants	1 235	871	902
Assessment rates	580	522	453
Sale of electricity	1 266	1 137	925
Sale of water	271	240	200
Other service charges	1 092	787	547
Total Revenue	4 444	3 557	3 027
EXPENDITURE			
Salaries	982	956	858
General expenses	977	888	933
Purchase of electricity	900	788	634
Purchase of water	140	127	137

Repairs and maintenance	264	211	193
Depreciation	700	491	509
Total Expenditure	3963	3 461	3 264
SURPLUS / (DEFICIT)	481	96	(237)

Table B21: Statement of Financial Position as at 30 June 2013, 2012, 2011

	2012/13 R m	2011/12 R m	2010/11 R m
ASSETS			
Current Assets	2 580	2 162	1 278
Cash and cash equivalents	1 844	1 521	740
Inventories	72	117	137
Receivables from exchange transactions	384	307	220
Receivables from non-exchange transactions	213	119	83
VAT receivable	65	37	38
Operating lease averaged over total period	2	61	60
Long term receivables	0	0	0
Non-Current Assets	11 806	11 385	11 584
Intangible assets	19	13	13
Investment properties	308	221	221
Long term receivables	62	0	0
Non-current investments	1	1	1
Property, plant and equipment	11 416	11 150	11 337
Investments in associate	0	0	12
TOTAL ASSETS	14 386	13 547	12 862
LIABILITIES			
Current Liabilities	1 238	1 466	920
Borrowings	50	41	45
Consumer deposits	46	37	33
Finance lease obligations	2	1	1
Provisions	117	125	117
Payables from exchange transactions	572	462	377
Unspent conditional grants and receipts	450	799	346
Bank overdraft (Market cash book)	1	1	1
Non-Current Liabilities	993	1 014	976
Borrowings	597	604	646
Finance lease obligations	4	1	1
Provisions	50	68	49
Post- retirement medical obligation	342	341	280

	2012/13 R m	2011/12 R m	2010/11 R m
TOTAL LIABILITIES	2 231	2 480	1 896
NET ASSETS	12 155	11 067	10 966
Revaluation reserve	2 428	15	16
Accumulated surplus	9 727	11 052	10 950
TOTAL NETT ASSETS	12 155	11 067	10 966

(Source: 2012/13 Unaudited Financial Statements)

Table B22: Analysis of Revenue and Expenditure

	2012/13 R m	2011/12 R m	2010/11 R m
Total Income	4448	3 613	3 039
<i>% Increase over previous year</i>	23%	19%	8%
Total Expenditure	3733	3 460	3 246
<i>% Increase over previous year</i>	8%	7%	18%
Surplus / (Deficit)	715	141	-228
Budgeted Expenditure	4032	3 723	3 301
<i>% Increase over previous year</i>	8%	11%	13%
Salaries	982	956	861
<i>% Of income</i>	22%	26%	28%
<i>% Of expenditure</i>	26%	28%	26%
<i>% Increase over previous year</i>	3%	11%	10%
Number of Employees	4401	4 523	4 572
<i>% Increase / (Decrease) over previous year</i>	-3%	-1%	-1%
Repairs and Maintenance	255	211	193
<i>% Of expenditure</i>	7%	6%	6%
<i>% Increase over previous year</i>	21%	9%	10%
Depreciation	501	513	509
<i>% Of expenditure</i>	13%	15%	16%
<i>% Increase / (Decrease) over previous year</i>	-2%	1%	6%
Finance Costs	67	70	58
<i>% Of expenditure</i>	2%	2%	2%
<i>% Increase / (Decrease) over previous year</i>	-4%	21%	-5%

Grant Income	1235	907	902
<i>% Of total income</i>	<i>28%</i>	<i>25%</i>	<i>30%</i>
<i>% Increase / (Decrease) over previous year</i>	<i>36%</i>	<i>1%</i>	<i>12%</i>

The net surplus for the period under review (2012/13) amounted to R715 million when compared with R 141 million in 2011/12.

The revenue growth was higher than the expenditure growth in the past year (Revenue: 23%, Expenditure: 8%) and the major reason for this is the allocation of the Fuel Levy, which is a new revenue stream for the Metropolitan Municipalities.

(a) Revenue

In the 2012/13 financial year 28% of BCMM's total revenue comprised Government Grants (2011/12: 25%; 2010/11: 30%). This has increased in percentage terms from the previous financial year indicating a high level of reliance on grant funding to provide basic services to the Community.

Increasing tariffs to improve own revenue is still a challenge as this results in an increase in the Debtors' book due to the non-affordability by Consumers. In this regard, the City has to embark on a complete review process of its tariff structures in order to ensure that each service is self-sufficient and does not rely on cross subsidization from other services.

Revenue generated must also be able to accommodate future funding for maintenance, upgrading and replacement of infrastructure assets to sustain and enable growth in the Region.

(b) Expenditure

Repairs and maintenance have increased as a percentage of total expenditure has increased marginally to 7% when compared to 6%: 2011/12 and is championed by Management's mandate to address the City's ageing infrastructure and historic deferred maintenance. The increase in Repairs and Maintenance as a percentage over previous year has increased significantly by 21% in 2012/13 when compared with 9%: 2011/12. This is a positive outlook as it means that more emphasis is being placed on maintaining the infrastructure and or assets. More resources and attention still need to be allocated in maintaining assets of the City, in particular the revenue generating assets.

Depreciation has decreased by (2%) when compared to the 1% increase (2011/12) and 6% increase (2010/11). This is due to infrastructure assets that are still in the process of being upgrading.

Human resource costs as a proportion of operating income is 22% and this has decreased by 3% compared to 2011/12. The upper limit set for salaries is 25% of total operating expenditure, which means

that the City operates above the target range and this will need to be further managed pending the finalisation of the Organogram.

5.1.2 Capital Expenditure and Funding

The following table compares Buffalo City's actual capital expenditure, spanning the three years 2009/10 to 2011/12.

Capital spending has decreased to 53% of the budget when compared to the previous year (2009/10: 58%, 2008/09: 53%). Some of the reasons for the low expenditure is as follows:

- Tenders awarded, however appointment and implementation of projects not proceeding due to legal challenges from losing bidders.
- Procurement processes and implementation of projects delayed due to budgeting prior receipt of EIA approvals for housing projects
- Multi-year projects budgeted for in one financial year
- Non development of demand management plans which should guide the planning and project management processes of each project

In addition to the above, there was a lack of internal capacity to manage and implement mega capital projects and the Project Management Unit (PMU) was not formalised and implemented.

Table B23: Capital Expenditure

Capital Expenditure Per Service	2012/13 Budget R m	2012/13 Actual R m	2011/12 Budget R m	2011/12 Actual R m	2010/11 Budget R m	2010/11 Actual R m
Housing			69.8	14.0	23.5	6.3
Electricity			47.0	35.2	69.4	57.6
Market			3.0	0.5	8.3	4.4
Water			40.7	20.6	108.1	75.3
Waste Management			167.3	63.3	80.3	68.9
Roads			105.5	52.7	97.8	79.2
Other			298.2	92.6	367.1	106
Total Capital Expenditure			731.5	278.9	754.5	397.7

Table B24: Capital Expenditure per Funding Source

Capital Expenditure Funding Source	2012/13 Budget R m	2012/13 Actual R m	2011/12 Budget R m	2011/12 Actual R m	2010/11 Budget R m	2010/11 Actual R m
Grant Funding			576.4	187.1	434.4	228.6
Loan Funding			27.7	27.2	72.3	53.7
Own Funding			127.4	64.6	247.8	115.4
Total Capital Expenditure			731.5	278.9	754.5	397.7

The table above reflects that the capital infrastructure is currently mainly upgrading depending on grant funding.

In the 2011/12 financial year 79% of the capital budget was funded through grant funding (2010/11: 58%; 2009/10: 50%) followed by own funding of 17% (2010/11: 33%; 2009/10: 28%) and loan funding of 4% (2010/11: 9%; 2009/10: 22%).

Going forward added emphasis needs to be placed on Loan and Own Funding to finance revenue for capital projects.

5.1.3 Financial Profile and Liquidity

The City' cash generation remains stable and own funds invested has also increased during 2012/13. Operations have settled and tight cash controls have ensured that cash optimization in spending occurs.

The effects of the global economic crisis is also a cause of real concern to the City and going forward, an area needing close monitoring is that of revenue collection and growth in order to improve financial viability and sustainability. This is critical to the financial sustainability of the City.

Table B25: Key Financial Ratios

REVENUE MANAGEMENT	2012/13	2011/12	2010/11
Revenue collection rate	92.5%	91.8%	94.4%
Net debtors to annual income	13.5%	12.7%	11.3%
Days debtors outstanding	45	46	47
LIQUIDITY	2012/13	2011/12	2010/11
Current ratio	2.09	1.53	1.41
Liquid ratio	2.03	1.45	0.80

Cash and cash equivalents increased from the 2010/11 financial period to the 2012/13 financial year due to prudent budgeting; cash-vetting before project spending takes place and under-spending of capital projects. Tight controls have been placed on monitoring projects funded externally, and project spending only occurs when Buffalo City's is certain that cash is available and bridging finance for external public sector institutions is minimized.

The City's ability to meet short-term commitments, has remained, the key strength, even though debtors have increased significantly from 2010/11 to 2012/13.

The revenue collection rate has improved to 92.5% when compared with 91.8%: 2011/12.

This is in part due to the current global economic climate. The remedial actions being implemented to improve the collection rate is as follows:

- The appointment of a Service Provider to disconnect meters for non-payment.
- The implementation of the action plan related to the Revenue Enhancement Strategy.

- The clean-up of the Billing Debt Book with regard to irrecoverable debt.
- The procurement of a debt management operating system in order to manage the debt internally.
- Obtaining Service Level Agreements from all customers in order to update customer details, which will enhance revenue collection and communication with customers.
- The implementation of the recently procured meter reading management system.
- The current implementation of the expanded debt management operations, which includes in-house legal collection.
- The current indigent registration campaign roll-out is being implemented.

A concern is that the net debtors to annual income have increased, meaning that revenue streams are growing at a slower rate than the debtor's book. A revenue management feature that stands out is the well-implemented credit control policy: the continued effort to manage debtors in a rehabilitation environment, rather than a command-and-control technique.

Both the current and liquidity ratios are strong, the standard set for current ratio is 1.5:1 compared with the City is currently at 2.09:1, this ratio has improved over the past 3 financial years.

The liquidity ratio standard is 1:1 and the City is experiencing a rate of 2.03:1. (1.45:1 2011/12; 0.80:1 2010/11) and this is an improvement over the past 3years and indicates a positive trend and an ability to service current liabilities as they become due.

Table B26: Borrowing Management

	2012/13	2011/12	2010/11
Total debt to total asset ratio	4.58%	4.72%	5.36%
Interest bearing debt / Total Revenue	16.60%	18.90%	32.30%
Average Interest Paid on Debt	10.09%	10.20%	10.30%
Capital Charges to Operating Expenditure	16.43%	18.17%	18.00%

Structural improvements in the finances show that: -

- Debt to assets has decreased to 4.58%: 2012/13 from 4.72%; 2011/12 and 5.36%: 2010/11 this is as a result of loan amounts decreasing and assets values increasing. The City's revenue continues to increase year-on-year with a steady decrease in debt due to quarterly capital loans repayments.
- The total debt to total revenue ratio has decreased to 16.60% in 2012/13 financial year when compared with (2011/12: 18.90%; 2010/11: 32.30%). This is still within the National Treasury targets of 35%. Debt capacity remains a strong and the City has the ability to weather future capital infrastructure expenditure shocks. In the past three years the City has successfully kept the debt to revenue ratio below National Treasury's ceiling. Due to the quarterly loan repayments and maturity for certain loans over the past two financial years, the interest paid on debt ratio continues to decline. Capital charges to operating expenditure has decreased to 16.43% when compared with 2011/12: 18.17% and 18.00%: 2010/11 due to lower capital spend.
- An analysis of long-term debt maturity profile reveals no undue maturity concerns, with the majority of long term outstanding debt spread fairly evenly between 2012/13 and 2030/31. Maturity dates

will require conservative operational budgets, whilst the Municipality gears up for stringent debt, asset and cash management.

5.1.4 Long Term Financial Planning

The Municipality converted into a Metropolitan Municipality and in order for the Municipality to fulfil its mandate as stipulated in the Constitution of South Africa, there is a need to maintain financial viability, create and expand its revenue base and ensure a balance between economic and social obligations

The Municipality together with the Technical Support provided by the South African Cities Network (SACN) has embarked on a process towards ensuring financial sustainability and resilience in the medium to long term.

A long term financial plan is being developed and will be aligned to the City Development Strategy (CDS), IDP and all which must be aligned to the National Development Plan and Provincial and Local Priorities and needs.

The Municipality will continuously assess its financial viability to ensure that it will be able to continue to provide affordable and sustainable services and at the same time meet the demand from expected future economic and population growth.

Currently BCMM is contributing between 10% and 27% of its own funds towards capital infrastructure program. The emphasis of the long term financial planning is to establish sufficient reserves to fund the future capital infrastructure program and address historical backlogs.

The City must therefore also develop a long-term financial plan (LTFP) for an asset replacement program, to maintain the Municipality's infrastructure at acceptable service standards, with no large backlog of services.

The above will also require the review of the tariffs for all the services rendered by the Municipality to ensure that they are cost reflective and self sufficient to support future capital infrastructure assets upgrading and maintenance .

The intention is to create a surplus in the medium term (2012/13 MTREF Budget), restructure existing loans and in the long term (2015/16 MTREF Budget) externally borrow monies to fund new and upgrade assets rather than purely grant funding, noting that the Municipality will need to have sufficient cash to make payments when due, whilst increasing revenue collection and the revenue base.

5.2 Revenue Enhancement

During the 2011/12 Financial year the meter reading compliment was increased from 26 to 100 in order to ensure that all meters are read monthly. The Department is in process of recruitment of additional personnel. New Meter Reading Management and hardware and software equipment was procured during the 2011/12 financial year, and is expected to be fully operational in the 2012/13 financial year.

5.2.1 Billing Data Clean-up

During the 2011/12 financial year, the Revenue Management Department conducted a data clean-up project related to the following: -

- Consolidation of tenant accounts to the owner;
- Synchronization of the Prepayment Electricity system to the Financial System;
- Synchronization of the Water Management system to the Financial System;
- Identification and correction of accounts where flat rate charges and water meter readings are raised;
- Identification and correction of accounts where availability charges have been raised.

The project was completed and the corrections were effected to the accounts. This has resulted in improved credit control action against accounts previously incorrectly linked.

5.2.2 Debt Book Analysis

During the 2011/12 financial year, the Municipality conducted an in-depth analysis of each billing account in arrears as at 30 June 2010. Each account was assessed by determining recoverability based on prescription, payments, arrangements made, indigency, account status etc.

It was deemed that 40% of the debt book as at 30 June 2012 is irrecoverable and should be written-off. The following gaps were identified:

NO.	GAPS IDENTIFIED	CORRECTIVE MEASURES
1	Incomplete customer data	The Municipality must obtain the correct data from various internal and external sources
2	The Municipality does not have a central integrated source of information (linked to external databases)	The Municipality must acquire a central integrated operating system
3	The Municipality does not have a black listing tool linked to Venus	The Municipality must acquire a system that allows for black listing
4	The Municipality does not have a prescription tool (Alarm, calculation and report)	The Municipality must acquire a system that allows for an early warning prescription tool
5	The Municipality does not have a linkage of multiple owner accounts	The Municipality must acquire a system that allows for linkage of multiple owner accounts
6	Write-off of irrecoverable Debt	The debt book must be cleared of all irrecoverable debt

Based on the gaps identified and the proposed solutions, a Billing Debt Book Action Plan was developed and is currently being implemented in order to address the gaps identified. The Debt Management Department, in its expanded operations, has made provision for continued analysis of the debt book.

5.2.3 Revenue Enhancement Strategy

As a result of increasing debt book, during the 2011/12 financial year, a Revenue Enhancement Strategy was developed and is being implemented.

This strategy was developed with short term, medium term and long term objectives and action plan with deliverables and key accountabilities is currently being implemented institutionally. Progress on implementation is reported to Top Management on a monthly basis. The strategy seeks to address such issues as debt collection, billing, meter tampering, opening of accounts and services provided to the Communities.

Currently the Department is engaging in an Indigent Registration campaign to ensure that all consumers who qualify benefit from the Indigent Subsidy. The project will also ensure that all existing approved Indigent subsidy applications are audited. In addition to this the Department will be obtaining new service agreements from all debtors/account holders in the financial system. This will ensure compliance with the Credit Control Policy.

The Debt Management Operations will be expanded over a period of three (3) years. The expanded operations will include the appointment of additional Staff focussing on specific aspects of the debt management, such as debt analysis, legal collections, resolution of queries, write offs etc. A Debt Management Operations System with the objective of stabilizing the growth in debt and manage the collection process will be procured in the current financial year.

3.2.4 General Valuations

The Municipality must in terms of the Local Government: Municipal Property Rates Act 6 of 2004 (MPRA) conduct a general valuation of all properties within its jurisdiction in order to compile a Valuation Roll.

A Valuation Roll remains valid for a maximum period of four financial years (period of validity) subsequent to the valuation roll taking effect. Buffalo City Municipality conducted a general valuation of all properties within its boundaries in 2008 with an effective date of 2 July 2009. As a result thereof, the next valuation date for the Municipality should have been 1 July 2012 with an effective date of 1 July 2013.

The main project that also determines the existence of the division is the General Valuation (GV) including the statutory Supplementary Valuations (SV) per cycle. A cycle is composed of four (4) successive financial years.

In terms of Section 32 of the MPRA, a valuation roll is valid for a total period of not more than four financial years unless permission is requested from the MEC of Local Government for extension for a period not exceeding five financial periods.

The Municipality in terms of Section 32(2)(b) of the MPRA requested the MEC for Local Government to extend the validity of the valuation roll by one year to five years. As a result thereof, the next valuation date for the Municipality will be 1 July 2013 with an effective date of 1 July 2014, the implementation date.

The Municipality has, during 2011/2012 financial year, performed two Supplementary Valuations (SV's) being SV05 and SV06. This resulted in an increase in the valuation roll by R1,4 billion (SV05) and R29 billion (SV 06) and rates income by R922k (SV05) and R1 million (SV06).

5.3 Asset Management and GRAP Compliance

To achieve and maintain full GRAP Compliance the Municipality requires a great deal of capacity and expertise as it is an onerous, demanding and complex undertaking that is further compounded by the fact that further accounting reforms in the Public Sector are inevitable.

In order to keep abreast with the latest accounting reform developments including achieving and maintaining full GRAP compliance, it is imperative that the Municipality has the necessary capacity and expertise.

Currently there is very limited capacity and expertise within the Asset and Financial Accounting Division particularly relating to the preparation of GRAP Financial Statements and preparing and maintaining a GRAP Compliant Financial Fixed Asset Register. This will therefore require recruiting Specialists who will be involved in the preparation of the Financial Statements as well as and maintenance of Fixed Asset Register. This situation is further exacerbated by the lack of an integrated financial accounting system and a suitable integrated financial asset management system.

In order to address the problems pertaining to insufficient internal capacity relating to the preparation of GRAP Financial Statements and preparing and maintaining a GRAP Compliant Financial Fixed Asset Register, a proposed Asset, Financial Management and Reporting structure has been developed and submitted for approval and implementation.

In the interim however, a Memorandum of Understanding was signed between SACN and the Municipality whereby SACN would provide capacity and technical support including the following: -

- Review and implement asset standard operating procedures.
- Re-determine depreciated replacement costs of infrastructure assets.
- Determine retrospective adjustments and disclosures to the financial statements in respect of changes to values of infrastructure assets.
- Review the current asset classifications and asset hierarchies.
- Benchmark unit costs with published unit costs.
- Review land and buildings against accounting standards requirements.
- Review the nature of lease contracts and revenue associated with land and building.
- Develop an investment property criteria checklist and incorporate into standard operating procedures.
- Determine fair value of investment properties.

Update land and buildings on the valuation roll and fixed asset register.
Review the asset register to identify undisclosed intangible assets.
Review the Municipality's expenditure records to identify potential undisclosed intangible assets.
Perform a holistic review of the movable asset register and processes.
Review the implementation of standard operating procedures in respect of expenditure classification and incorporate an asset and intangible asset checklist.

The support provided through the SACN initiative should be seen as an interim solution to the capacity constraints within the Municipality and the Municipality's aim is to move away from an environment of external support and implement and develop internal capacity in order to sustain and build on the progress made through external SACN support.

5.4 Supply Chain Management

Supply Chain Management System as per the Municipal Finance Management Regulations (9) of the MFMA Regulation should cover the following: -

Demand Management;
Acquisition Management;
Logistics Management;
Disposal Management;
Risk Management;
Performance Management;

Buffalo City Metropolitan Municipality' current Supply Chain Management Unit comprises: -

Demand Management and Supplier Development
Acquisition Management;
SCM Risk and Compliance;
Contracts and Performance Management; and
Logistics, Disposal and Warehousing

These Sections within the Supply Chain Management Unit have the following functions.

Demand Management

Demand planning process: the institutionalization of the planning process to ensure balancing of the budgets needs as informed by the IDP vs. activities for the Institution.

Circular 62 prescribe the following in relation to demand management planning: -

Co-ordination of demand management plans in consultation with relevant Departments.
That all User Departments be required to submit their procurement plans to the Head Supply Chain Management in the Municipality using the Procurement Plan Template provided.
Accounting Officers of Municipalities must approve the procurement plans for the financial year, and make these available to Relevant Treasury.

User Departments in consultation with the Supply Chain Unit (Demand Management and Acquisition Sections) to implement the procurement plans.

Sourcing Strategies: Buying function for different items as per the requirements of the Departments using a quotation system (values <R30000) through the rotation of Suppliers from our accredited database, in a cost effective manner.

Supplier Development

Stakeholder's relations: training and capacitating of the SMMEs, Cooperatives with regards to the procurement processes of Buffalo City Metropolitan Municipality.

Improving on-time delivery: Suppliers to understand the criticalness goods and services can provide major competitive benefits, in the form of lower costs, improved quality, on-time delivery and customer service, hence the introduction of the supplier development unit to develop and train our suppliers to be competitive and able to deliver the required services on time.

Reducing order fulfillment cycle time: Supplier development can result in significant improvements in supplier performance.

Database development and maintenance: population of a credible, updated and reliable database for all service provider, categorized according to commodities of supplies.

Acquisition Management

Acquisition management ensures that goods and services are procured in accordance with authorized processes and in terms of an approved budget and threshold values.

SCM Risk Management and Compliance

SCM Risk Management

Refers to the optimization of the efficiency, effectiveness and economy of the service or relationship described by the contract, balancing costs against risks (and taking appropriate actions to mitigate the impact of risk) in the Supply Chain Management System.

SCM Compliance

SCM Compliance refers to the adherence of the SCM system to the MFMA and other legislation and the SCM Policy

Contracts and Performance Management

Contracts Management: deals with procurement of goods and services above >R30 000 through a competitive bidding process, to enable both parties to a contract to meet their obligations in order to deliver the objectives required from the contract.

Performance Management: It involves provision of an internal monitoring system in order to determine on the basis of retrospective analysis, whether the authorized supply chain management processes are being followed and whether the desired objectives are being achieved.

Logistics and Disposal and Warehousing

Logistics: purchased inventory as consumables of the institution is received, kept (at minimal acceptable levels) and managed in this section for the use by the line departments. Logistics also covers the setting of inventory levels and maintaining appropriate levels of internal control

Disposal Management: a system for an effective disposal or letting of assets, including unserviceable, redundant or obsolete assets.

Warehousing and storage of inventory: The coordination of services of the institution and storage of goods procured for the institution.

The situational analysis of the Municipality's Supply Chain Management system is revealing the following and possible solutions are also provided.

5.4.1 Challenges and Solutions

Challenges encountered by the Supply Chain Management Unit relate to the following: -

SCM CHALLENGES / SOLUTIONS		POLICY
Inability of current SCM policy to address transformation and empowerment issues		SCM Policy to be revised to address promotion of black economic empowerment through Metro procurement strategies (FOCUS ON CIDB/EPWP INITIATIVES)
SCM CHALLENGES / SOLUTIONS		DEMAND MANAGEMENT
No effective Demand Management Structure/System in place		Develop and implement Demand Management System/Structure
Inadequate procurement planning resulting in under spending of procurement budget		Departments to submit Procurement Plans to SCM Unit in terms of Circular 62
Non linkage to IDP/Budget impacting on compliance issues		SCM to ensure Procurement Plans are based on IDP/Budget
Delay in procurement cycle e.g. specification preparation, advertisements,		SCM to ensure that user Departments adhere to timelines as set in the Procurement Plan Procurement Plans are based on IDP/Budget
SCM CHALLENGES / SOLUTIONS		SUPPLIER DEVELOPMENT
Ineffective supplier development		SCM to develop and maintain supplier development programme
Contractor development ineffective		SCM to engage CIDB to introduce Contractor Development Programme and to utilise EPWP
Lack of effective and efficient measurement and reporting on the empowerment goals		SCM to develop measurement criteria and appropriate reporting mechanisms
SCM CHALLENGES / SOLUTIONS		SUPPLIER DATABASE MANAGEMENT
Duplicated and unverified supplier master data records		Supplier database verification, screening, vetting of Vendors
Multiple non-integrated supplier master data systems		Implement single e Procurement system and update existing Venus Supplier Master records

SCM CHALLENGES / SOLUTIONS	ACQUISITION	MANAGEMENT
User departments committing BCMM to purchases without following SCM processes	Process maps to be developed and create awareness programmes for User Departments	
User departments requisitioning purchase of stock items instead of drawing against stock resulting in high inventory levels at increased cost	User Departments to be engaged to set procedures in place to eradicate problem	
SCM Regulations requiring rotation of service providers not being adhered to	SCM to use e Procurement to solve this problem	
User departments obtain quotations and submitting with requisitions	SCM to engage with User Departments to clearly spell out respective roles and responsibilities	
Bid committee system not functioning optimally	Augmentation of committee with senior and competent personnel, introduce ad hoc committees to supplement.	
Objections and disputes to awards	Engage external services to perform due diligence during tender processes. Introduce a penalty clause to pay upfront when lodging a disputes , forfeited if it fails	
Interference with tender processes and leaking of confidential information	Awareness of segregations of responsibilities, provide for whistle blowing, Increase security and screen employees involved in committee	
Slow turn-around time in procuring goods and services	Implement E-procurement, demand management system and credible supplier database	
SCM CHALLENGES / SOLUTIONS	RISK	MANAGEMENT
No updated Risk Management Strategy in place	Risk Management Strategy to be developed and implemented	
Physical Access Controls ineffective	Access controls to be tightened up especially suppliers	
IT general controls weak and untested	IT general controls need to be formally tested by external service provider	
SCM CHALLENGES / SOLUTIONS	SYSTEMS	INTEGRATION
Integration of e- Procurement with existing Venus Financial System, EDMS, Banking System, CIDB, Home Affairs, Other Systems	SCM to engage with ICT unit and service providers to develop an integrated solution	
KEY CHALLENGES / SOLUTIONS	IRREGULAR	EXPENDITURE
Contracts about to expire	User Departments to prepare specifications and competitive bidding process to be implemented	
Challenges in preparation of specifications for Contracts not in place for parts, repairs, maintenance, leases	SCM Unit to develop a strategy on how to guide User Departments in preparation of specifications for competitive bidding process	
Emergency Procurement	SCM Unit to develop a strategy on how to guide User Departments in dealing with emergency Procurement	
Sole provider	SCM Unit to develop a strategy on how to guide User Departments in dealing with Sole Provider Procurement	

SCM CONTRACT AND PERFORMANCE MANAGEMENT CHALLENGES / SOLUTIONS	
No Contract Management System in Place	E Procurement system to be implemented
Weak in area of Performance Management	Develop and implement a performance management plan in consultation with relevant role-players
Lack of clarity for responsibility for performance of contracts	Clarify responsibilities for the different types of contracts and formalise and implement
SCM LOGISTICS, WAREHOUSING AND DISPOSAL MANAGEMENT CHALLENGES / SOLUTIONS	
High Inventory levels	Need to minimize stock holding by reviewing inventory levels and looking at alternatives such as contracts, consignment stock
Satellite stores (11) are not amalgamated with central stores	Need for centralized logistics, stores system capable of being managed centrally
Fuel theft / pilferage is a major problem	E- Fuel system contract awarded to reduce occurrence of fuel theft
Cable currently procured and stored at SCM Stores	Annual contract 55 with supply and delivery as consignment stock to be advertised
KEY SCM LOGISTICS, WAREHOUSING AND DISPOSAL MANAGEMENT CHALLENGES / SOLUTIONS	
Inadequate stores / warehouse for storage	SCM Unit to determine warehousing requirements
Inadequate systems / modules for managing Logistics	SCM Unit to utilise Venus Solar or E Procurement
Year-end processes are uncoordinated.	SCM Unit to develop co-ordinated approach to address year end processes
Lack of proper Internal Controls (Redundant/obsolete stock / items - Mechanism for disposal of redundant and obsolete stock non-existent)	SCM to develop proper controls
Lack of adequate security / Theft of items/stock	Installation of Security/CCTV cameras in the various stores

The above analysis gives an ideal situation, which will allow the output and outcomes of the Supply Chain System of the Municipality to be realised {as derived from the applicable legislations and policy, i.e BCM SCM Policy, MFMA, BBBEE and PPPFA}. This is aimed at not only procuring services and goods of the Municipality as per the IDP strategic objectives and within the available budget and period, but also to skew the procurement spent in a manner that will ensure:

A Supply Chain System that assists in job creation in the region,
 Beneficiation of vulnerable groups (women, youth, disabled and historically disadvantaged groups),
 Promotion of skills and capacitating small businesses,

Circulation of the rand spent within the municipal area to boost and encourage economic growth within the region.

5.5 BCMM Audit Turnaround Plan

The Municipality received an Adverse Opinion from the Auditor General of South Africa, with respect to the Annual Financial Statements for the financial year ending 30 June 2011.

The basis of the adverse opinion, are the following material qualifications: -

Property, Plant and Equipment;
Investment Property;
Irregular Expenditure;
Commitments;
Inventory;
Property Rates Revenue;
Service Charges Revenue; and
Aggregation/ Accumulation of Immaterial Uncorrected Misstatements.

The following Matters of Emphasis were also raised by the Auditor General: -

Restatement of Corresponding Figures;
Unauthorised Expenditure; and
Material losses/ Impairments.

In order to address the findings by the Auditor General, the Management has developed a 'turnaround plan' with short term, medium term and long remedial/corrective actions.

The objective and goals of the remedial/corrective action is to achieve a qualified opinion for the 2011/2012 financial year and an unqualified audit opinion by 2014 (in line with the operational clean audit targets of clean audits by 2014).

The Municipality will tap into technical support opportunities from other Sector Departments viz National Treasury, National Department of Human Settlements and Provincial Departments of Treasury and Local Government, in line with S154 of the Constitution of the Republic of South Africa (1996). The Municipality will also utilise its Memorandum of Agreement (approved by Co Council on 31 January 2011), with the SACN and Eastern Cape Socio-Economic Consultative Council (ECSECC) to augment its internal capacity deficiencies to successfully implement the turnaround plan.

In order to successfully implement the foregoing turnaround strategy, Management will ensure that the plan is incorporated in the Performance Agreements of S57 Managers.

It should be noted that due to the recurring nature of many of the findings by the Auditor General over the last three to four years, the Municipality has adopted a multiple year approach in order to address them but due to the national target of operational clean audit by 2014, the Municipality has also aligned its plans with the same timeframes.

Given the preliminary analysis, the City's status quo assessment can be summarized as follows:

The current ratio is improving and is within acceptable norms.

Cash coverage was excellent in 2007/08 and declined considerably up to 2009/10 but a vast turnaround took place from 2010/11 and by 2012/13 the cash coverage is expected to be 3.5 months compared to a norm of 3 months.

Debt management requires attention and net debtor's days is predicted to be 34 days by 2014/15 *only*.

A vast improvement in budgeting for debtor's impairment has taken place but the actuals for 2011/12 were far below budget.

Creditor's payment period has increased to over 50 days in 2011/12.

The projected levels of capital budget are high relative to the ability of the Municipality to spend. Insufficient expenditure is budgeted for repairs and maintenance, which will increase the risk of asset stripping.

Expenditure on remuneration is within acceptable norms but details around the finalization of the Metro Micro structures give a future indication of this ratio.

Service charges and property rates budget implementation indicator has improved and should be maintained during the next 3 years.

Borrowings to revenue are projected to remain low and future borrowings will be informed by the City's long-term financial plan.

The net asset position is projected to remain consistent and is favourable.

Current payment levels are a matter for concern, and are currently at an annual average of 90%.

Supply Chain Management will have to focus more specific to get things right and making certain hard decisions.

Auditor General Findings such as asset management needs to be addressed to rebuild confidence and improve audit opinion.

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

This section deals with public participation and governance issues and these are:

- ✓ Corporate Governance;
- ✓ Corporate Planning and IDP;
- ✓ Organisational Performance;
- ✓ Public Participation;
- ✓ Special Programmes vulnerable groups (cross cutting issues); and
- ✓ Communications and Marketing.

6.1 Corporate Governance

Corporate governance is comprised of Risk Management and Fraud Mitigation, Internal Audit/ Audit Committee, Compliance Services, Legal Services, Communication and Development Cooperation, Public Participation and Special Programmes, Knowledge Management, Research and Policy;

The preamble to the Local Government: Municipal Systems Act provides inter alia for the “core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities; to define the legal nature of a municipality as including the local community working in partnership with the municipality’s political and administrative structures; to provide for the manner in which municipal powers and functions are exercised and performed; to provide for community participation; to establish a[n] enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government; to provide a framework for local public administration and human resource development; to put in place service tariffs and credit control policies by providing a framework for the provision of services, service delivery agreements; to provide for credit control and debt collection; and to provide for matters incidental thereto”.

The importance of good governance is widely recognized. Good corporate governance generates the goodwill necessary to enable sustainable value creation.

Other pieces of the legislative framework impact on the activities of the Municipality and for the purpose of this cluster the King III Report is considered important. The introduction of the King III Report on Corporate Governance necessitates increased attention being paid to compliance issues. This covers activities such as Internal Audit, Fraud and Risk Management as well as Information Technology and the newly formed Municipal Public Accounts Committee..

Within this overall framework fall activities such as risk and fraud management, internal audit, legal and compliance, knowledge management as well as public participation.

The sections set out hereunder all exhibit similar constraints. As a result, material backlogs in dealing with core governance issues develop, resulting in adverse findings by regulatory and oversight bodies. In all instances, backlogs cannot be quantified as the outcomes from this sector relate more to qualitative than quantitative issues.

Risk and Fraud Mitigation

Risk Management within the Municipality is considered to be in a developmental stage. It has not reached the level of being embedded within the Municipality. A Risk Management Framework has been approved and a risk identification process conducted. However, the key risks identified still require to be assessed and mitigating strategies defined. There is a need to identify dedicated resources for this activity and resource capacity constraints hinder implementation of this strategy.

While risk assessments within specific activities are conducted, there is no overall co-ordination of the activity. This compromises the ranking and prioritization of risks.

A similar situation exists with Fraud Mitigation. A Strategy document has been compiled and approved by Management. A need still exists to identify dedicated resources for this activity. Resource constraints hinder implementation of this strategy. The number of detected cases of fraud and related irregularities within the Municipality is cause for concern. The resources required for implementation will require to be considered during future budgetary cycles.

Internal Audit / Audit Committee

Buffalo City Metropolitan Municipality has an established Internal Audit Unit which operates in accordance with an approved Internal Audit Charter. The Units mandate is spelled out in the Local Government Municipal Finance Management Act. This includes providing advice to the accounting officer and audit committee on matters relating to internal audits, internal controls, accounting procedures and practices, risk and risk management, performance management, loss control, and compliance with applicable legislation.

The unit is under capacitated and this has been dealt with in the medium term i.e. over the next three [3] years by entering into a co-sourcing arrangement to augment the capacity of the Unit. This should result in improved coverage and result in an improved control environment within Municipal Departments. The Unit does not undertake investigations of fraud which is the responsibility of line management.

The Unit reports to the Audit Committee on its operations and administratively to the Accounting Officer.

The Municipality has a functioning Audit Committee in place. This Committee operates in accordance with an approved Audit Committee Charter and meets on a regular basis. The Committee reports quarterly in writing to the Executive Mayor.

The mandate of the Committee covers matters such as advising the council, political office-bearers, accounting officer and management of the municipality, on matters relating to internal financial control and internal audits, risk management, accounting policies, adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with applicable legislation, etc. In addition, the Committee reviews the annual financial statements and responds to the council on issues raised by the Auditor-General in the audit report.

The Audit Committee is of the view that the control environment within the Municipality is stressed which evidences itself through the failure to embed fraud, risk, internal audit and managerial reviews into daily operations resulting in adverse findings by both the Internal Audit Unit as well as the Auditor General.

Compliance

Buffalo City Metropolitan Municipality has an established Compliance Unit. This unit, in common with the internal audit unit, provides advice to the accounting officer and management on compliance issues. The

responsibility for physical compliance with laws, regulations and policies occurs within the various operating units.

The unit is under capacitated. Consequently, not all compliance activities can be either identified or monitored in a structured manner. This compromises the overall control environment within the Municipality. The Unit reports to the Accounting Officer. The operations of the Unit and its ability to have an impact on the governance of the municipality are negatively impacted by the location of the Unit.

Legal

Legal Services occupies a strategic position within the municipality and ensures the provision of in-house legal services to all Departments and significant Units within the municipality. Importantly, the Unit recognises its positioning in the successful achievement and implementation of the IDP objectives and strategies, however, its intentions must be understood in the context of staff and human resource limitations, as well as service delivery priorities, which impacts in its activity patterns.

The continued lack of understanding of the role of the Unit affects consistent, effective and optimum use of services and this frequently results in the disregard of advice by relevant functionaries and delayed decision making and assumption of responsibility and accountability. The re-engineering of the Legal and Compliance components to create better identity and role definition may permit for beneficial usage of the available resources from a governance perspective.

6.2 Integrated Development Planning

Section 25 (1) of the Municipal Systems Act 32 Of 2000 stipulates that “each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

Links, integrates and co-ordinates plans and take into account proposals for the development of the municipality;

Aligns the resources and capacity of the municipality with the implementation of the plan;

Forms the policy framework and general basis on which annual budgets must be based

The act further defines an integrated plan as a “principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality”. It also binds the municipality in the exercise of its executive authority. An IDP is developed for a 5 year period which coincides with a term of Council. Such a plan has to be reviewed on an annual basis.

In reviewing the IDP consideration is also taken of **outcome 9** which relates to a responsive, accountable, effective and efficient local government system. In ensuring the realization of the above outcome local government is expected to adopt IDP planning processes which are appropriate to the capacity and sophistication of the municipality. Buffalo City Metropolitan Municipality consistently adopts IDP planning processes and conducts its affairs in accordance with legislative provisions as stipulated in the Municipal Finance Management Act and Municipal Systems Act.

Buffalo City Metropolitan Municipality annually conducts IDP reviews and in May 2013, Council adopted a reviewed integrated development plan for the financial year 2013/14. A review towards 2014/15 financial year has commenced and it will be finalized in June 2014.

6.2.1 Challenges

Challenges encountered in the process of reviewing BCMM's Integrated Development Plan relate to the following:

- ✓ Currently there are three IDP thematic clusters, namely, Institutional and Finance, Infrastructure and Spatial and Socio-economic clusters. The challenge is that the clusters are not yet fully capacitated to fully function independently and perform their role as outlined in the adopted process plan.
- ✓ Full alignment of the Integrated Development Plan, Budget, SDBIP and Institutional Scorecards still requires more work.

6.3 Organisational Performance

The Performance Management System fulfills the role of measuring the implementation of the Integrated Development Plan. The targets of the Municipality as reflected in the IDP find expression in the Institutional Scorecard and Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP forms the basis for Directorate Scorecards and the Performance Plans of section 57 managers and holds them accountable. Performance Management is a strategic approach through which the performance objectives of the Municipality are identified, defined, translated into business plans and cascaded into individual scorecards allowing for regular planning, monitoring, evaluating and reviewing of performance at both organizational and individual levels, effectively responding to inadequate performance and recognizing outstanding performance.

The performance of the institutions linked to that of its staff, and it is important to periodically review the performance at both institutional and employee level to flag areas that may need attention.

On 27 September 2011 the Council approved a Framework for Institutional Performance Management. This Framework contains an annual work plan with processes to be followed in developing and implementing Performance Management

Some Institutional Challenges

Challenges encountered in relation to organisational performance relate to the following:

- ✓ Non-involvement of communities in setting of key performance indicators.
- ✓ Lack of integration between formal reporting and reporting to communities, e.g. performance is reported quarterly in addition to that, political leadership should also report to communities regularly on municipal performance.
- ✓ Lack of integrated municipal planning and reporting on basic services
- ✓ Managing change process in IDP/PMS to be perceived as a line function responsibility
- ✓ Managing and reporting Service Provider's performance is still a challenge

Public Participation

Public participation is defined as an open, accountable process through which individuals and groups within selected communities can exchange views and influence decision-making. It is further defined as a democratic process of engaging people, deciding, planning, and playing an active part in the development and operation of services that affect their lives.

The goal of the Buffalo City Metro on Good Governance and Public Participation is to realize a viable and caring institution that will promote and support a consultative and participatory local government. Good governance is in the main a participatory, transparent, democratic and accountable system of governance. Developmental local government legislation put in place mechanisms for community interface so as to create enablers to realize good governance within a municipality. The key focal area within good governance is that good governance is a responsibility of all service delivery directorates / units and as such must find a concrete expression in their operational plans. The strategic intent of good governance and public participation is to ensure that BC Metro is accessible to its citizens. This is in keeping with the current municipal vision "A responsive, people-centred and developmental City".

6.4.1 Legislative mandate

i) The South African Constitution of 1996 states:

- Section 151(1) (e) Municipalities are obligated to encourage the involvement of communities and community organizations in Local Government.
- Section 152(1) states that local government must encourage the involvement of communities and community organizations in matters of local government.
- Section 195 (e) in terms of the basic values and principles governing public administration – people's needs must be responded to, and the public must be encouraged participate in policy making.

ii) The Municipal Structures Act 117 of 1998 (as amended in 2000 and 2003) allow for category A Municipality with sub-council or ward participatory system or a category B Municipality with a ward participatory system and Executive committees or Executive Mayors must annually report on the involvement of communities and community organizations in the affairs of the Municipality.

iii) **The Municipal Systems Act 32 Of 2000** requires a Municipality to develop a culture of Municipal governance that complements formal representative government with a system of participatory governance to encourage and create conducive conditions for the communities to participate in the Municipal matters, including the IDP performance Management system, monitoring and review of performance, preparation of budget, strategic decisions and Municipal services. The Act further compels Municipalities to establish appropriate mechanisms, process and procedures to enable the local community to participate in the affairs of the Municipality.

iv) **The National draft policy guideline** on public participation details the following basic assumptions of public participation:

Public participation is designed to promote the values of good governance and human rights;

Public participation acknowledges a fundamental right of all people to participate in the governance system; Public participation is designed to narrow the social distance between the electorate and elected institutions.

v) **The Municipal Structures Act** 117 of 1998 specifically outlines the structures and processes required to effectively implement public consultation and participation in the matters of the municipality. The Act further establishes ward committees which consist of ten members and chaired by the ward councilor.

vii) **Traditional Leadership and Governance Framework Act** 41 of 2003 stipulates that traditional leaders should be part of democratic structures at the local government level. In their co-operative relationship with municipalities, traditional leaders are expected to facilitate public participation in policy and service delivery initiatives that affect rural communities.

viii) **The Municipal Finance Management Act** 56 of 2003 calls for the participation of the general public in the municipal budget formulation process in line with Chapter 4 of the Municipal Systems Act.

ix) The Municipal Property Rates Act 6 of 2004 stipulates that a municipality must extensively consult with its citizens before it adopts its rates policy

Public Participation Strategy

BCMM has developed a public participation strategy which was adopted by Council on 27 September 2011. The purpose of the strategy is to provide for mechanisms by which the public may participate in the affairs of the municipality and to clarify roles and responsibilities of all the role players and interested parties. No challenges regarding effective use of the strategy so far except for the lack of public participation component and budget in other Directorates.

Community Based Planning

Key among related initiatives important for Public Participation is Community Based planning which seeks the active involvement of the community especially poor people, so as to improve the quality of plans and services, extend community control over development and empower communities so that they take action and become less dependent in advancing their own development. This is on that score that BCMM piloted Ward Based planning in two wards as part of its priority initiative with the support of Tuscan partners where their priority needs were submitted to IDP and Budget Department to be budgeted for. BCMM has been capacitated to replicate the experimented Ward Based Planning approach within other Wards.

WARD COMMITTEES

Buffalo City Metropolitan Municipality established Ward Committees in November 2011 to play a meaningful role in the development of their communities. These Ward Committees are required to submit monthly reports on their performance as to ascertain their functionality (Municipal Structures act, 117 of 1998) Ward Committees contribute to the development priorities in the IDP as they play an important role in mobilization of public meetings where the development priorities are deliberated.

Ward Committee meetings are convened bi-monthly chaired by the Ward Councilor, Public Participation Practitioners attend these meetings their duty mainly is to take the Ward Committee concerns regarding service delivery issues and channel them to service delivery directorate for actioning. Ward Committee reports are submitted by Public Participation Department to Municipal Council for consideration.

Mechanisms to promote a culture of community participation

Buffalo City Metro has within its realm of development established different platforms to enhance participatory Local, Provincial and National governance. These include the following:

- ✓ Ward Committees
- ✓ Public meetings / Imbizo's
- ✓ Newsletters
- ✓ IDP External Representative Forum
- ✓ Community Development Workers
- ✓ Surveys
- ✓ State of the Metro Address
- ✓ Mayoral Imbizo's
- ✓ Traditional Leaders
- ✓ State of the Nation Address (SoNA)
- ✓ State of the Province Address (SoPA)

6.4.4 Challenges

Key Public Participation Challenges identified include the following:

Lack of a dedicated public participation capacity and public participation budgets in each directorate which puts in place an intentional and planned public participation programmes; and
Dissemination of information between the municipality and communities still needs to be strengthened through regular ward public meetings.

6.5. Vulnerable Groups and Overlapping Vulnerabilities

South African prides itself on having one of the most progressive Constitutions in the world and it is this Constitution along with various legislative frameworks which protect the rights of vulnerable groups and provides for community participation in decision making at municipal level.

As part of the South African legislation the Municipal Systems Act (Act no 32 of 2000), Section (2) states that *a municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality.* Section (3) of the same Act states that, *when establishing mechanism, processes and procedures in terms of Section (2) the municipality must take into account the special needs of:*

- ✓ *People who cannot read or write;*
- ✓ *People with disabilities;*
- ✓ *Women and;*
- ✓ *Other disadvantaged groups*

Over and above the aforementioned conceptualization of vulnerability, the metro also deems the following communities / groups to be marginalized namely; Women, Older Persons, and Youth, Persons with Disabilities and people infected and affected by HIV and AIDS. The marginalized communities / groups are also termed the Special Programmes vulnerable groups within the metro's development trajectory.

The reality is that citizens and especially vulnerable citizens might not have practical experience of their rights being acknowledged and actively supported. Particularly relevant is the ability of local government to deliver services to vulnerable groups especially in the context of overlapping vulnerabilities including rising poverty levels, high unemployment and inability of municipalities to provide basic services, which in turn exacerbates socio economic ills faced by the vulnerable groups.

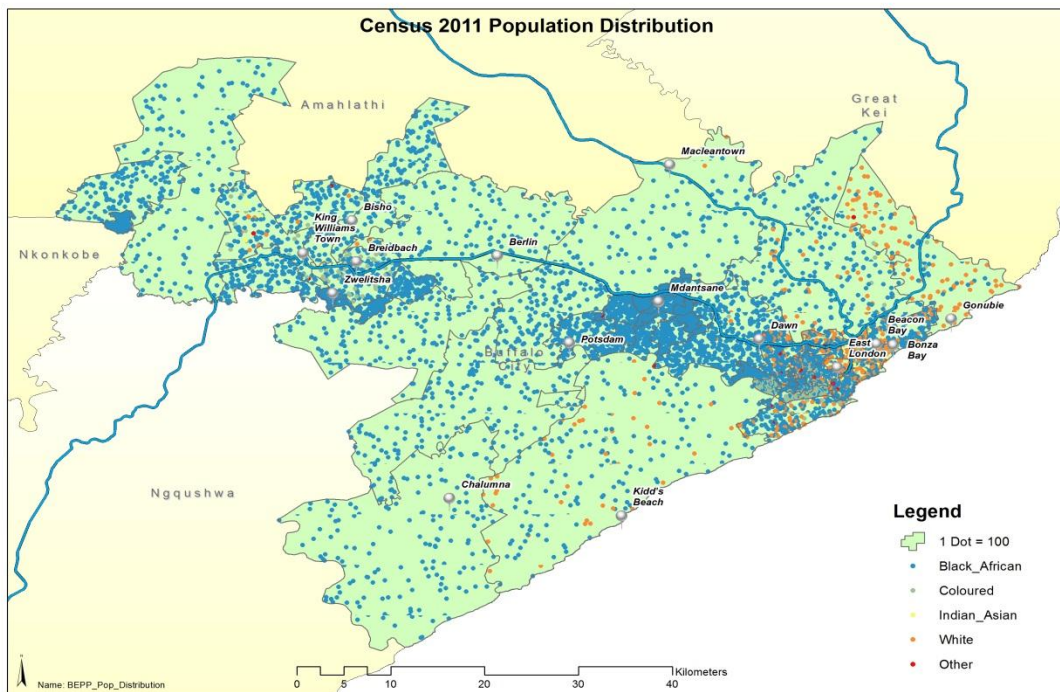
Given that women and the girl child account for just more than half of the population and that the majority of the older population is women, it is not surprising that these vulnerable groups are characterized by gender inequalities, lower education levels, high poverty rates, unemployment, early sexual debut, sexually transmitted infections, teenage pregnancy, physical and sexual abuse as they seek to etch out a living amongst the very drivers of abuse, poverty, HIV and AIDS, unemployment, informal settlements and limited access to water, sanitation, schooling etc.

Given the aforementioned scenario, it is evident that vulnerable groups have little or no real social or economic freedom and in simple terms, they are socio - economic dwarfs. Just over 1/3 of the metro's population are employed with 80% earning less than R1600 pm thereby increasing the sensitiveness of vulnerable groups to economic fluctuations.

6.5.1. BCMM Population

The Buffalo City Metropolitan Municipality (BCMM) consists of rural, peri- urban and urban areas. According to Statistics South Africa 2013 Mid-Year population estimates, the BCMM population is currently estimated at 6 620 100. A large proportion of this population is Black Africans residing in informal settlements, peri - urban and rural areas within the metro. By their very nature, informal settlement residents are deemed marginalized and disadvantaged given the lack of adequate human settlement planning, healthcare and formal service delivery.

Map 1: BCMM Population Race Distribution per Ward



6.2. BCMM's Transversal Vulnerability Mainstreaming Approach

BCMM has realized the need for a holistic transversal approach to addressing vulnerabilities and other social ills. This means that the metro's core deliverables and mandate must seek to support and benefit the vulnerable groups and their needs ought to be reflected and tracked across the operation plans and budgets of all metro departments and relevant Non-Governmental Organizations (NGOs).

As part of the metro's holistic/ transversal vulnerability mainstreaming approach, the metro is committed to investing in the community's human capital skills base through partnerships, economic growth, income generation, unemployment reduction and improving the quality of life of its inhabitants.

The Isibindi Child and Youth Care with Safe Park pilot project is an example of the metro's initiatives towards addressing the social ills of the vulnerable groups. This initiative has been brought about by BCMM partnering with the Dutch Stitching Stedeband and the local NGO - East London High Transmission Area. This project seeks to address the growing number of orphan and vulnerable children (OVC's) and child headed households in BCMM specifically in Duncan Village.

Acknowledging the limited resources and unlimited needs which that metro is faced with, BCMM has sought to strengthen and promote community participation within BCMM's IDP Planning and Budgeting processes thereby mainstreaming vulnerable groups within the metro's developmental processes.

During the FY12/13 the metro established and launched its Gender, Disability and Older Persons Forums along with the Women's Caucus and Metro AIDS Council. These structures serve as platforms for the vulnerable groups to participate in the metro planning processes and an opportunity for the vulnerable groups to engage and advice metro on issues which impact on them.

Each of the Special Programmes vulnerable groups has a dedicated BCMM Strategic plan which serves as a guide for the vulnerable group's plan of action and which is annually reviewed by the relevant vulnerable group.

6.3. Gender Inequality

Although there has been an improvement and recognition of the importance and the role of women in governance, their role and participation in development has been limited by capacity, attitudes and failure to recognize women's skills and competencies by many governance and community structures. Irrespective of the constitutional provisions, women still experience a hostile governance environment which hinders their effective and equal participation and leadership role.

Women and girl children are faced with greater gender inequality challenges in comparison to their male counterparts and they often endure physical, economic, social and sexual human rights violation abuse. Of great concern is that gender inequality perpetuates violence against women and it restricts women from reaching their full potential towards their self-development.

BCMM upholds the South African Constitution in that all females irrespective of their age are entitled to equal treatment, human dignity, human rights and recognition as members of the society. BCMM has put the following structures in place as mechanisms to promote and enhance gender equality, gender mainstreaming and participation within the metro;

- ✓ Women's Caucus, and
- ✓ Gender Forum.

The empowerment of women is key to eliminating all forms of female discrimination and is entrenched within the BCMM Gender Policy and Strategy: 2007.

6.4. Older Persons

The metro has a growing number of vulnerable older person's population which is projected to increase from 8% to 10, 5% by 2015. In mitigating the projected number of vulnerable older persons, the metro established the Older Persons Forum which seeks to promote the interests and active participation of the older persons within the local government planning processes.

The female older person is especially exposed to overlapping vulnerabilities for instance raising and supporting HIV infected and affected grandchildren and orphaned / abandoned great grandchildren due to single parents and unemployment. Violence against rural older women is especially concerning.

Guided by BCMM Older Person's Strategy, 2009 the Older Persons Forum seeks to ensure that the needs of older persons along with the other vulnerable group's initiatives find expression with the IDP and that these are monitored and evaluated on an ongoing basis.

6.5. Youth and Children

Within the metro 65% of the unemployed population is younger than 29 years and less than 2% possess a university degree. The metro is currently enhancing youth development initiatives, mainstreaming and promoting children's rights within the metro.

Whilst the definition of a child varies across cultures and countries, according to UNCRC and for the purposes of this analysis the term children refers to anyone up to the age of 18 years , anyone above from the age of 18 – 35 yrs. is regarded as youth.

In promoting youth development the metro has 3 youth flagship projects namely the 3 Youth Advisory Centers which offer career guidance, job marketing skills and entrepreneurial opportunities to youth.

Secondly, the BCMM Bursary Fund provides financial assistance to deserving youth pursuing scarce skills qualifications. The metro has also introduced an internship programme which seeks to prepare BCMM Bursary Fund graduates for the job market and to increase their chances of employment.

Lastly the metro has developed guidelines for the metro's Youth Council which is a voluntary civil society youth structure which represents youth stakeholders from all sectors and formations including but not limited to business, civil society, political, faith based organizations, education, non-profit and non-government organizations.

The BCMM Youth Council seeks to champion youth development within the metro and is guided by principles of non-racialism, non-sexism and democracy and is informed by national youth development policies, frameworks and structures;

6.5. Youth and Children

Within the metro 65% of the unemployed population is younger than 29 years and less than 2% possess a university degree. The metro is currently enhancing youth development initiatives, mainstreaming and promoting children's rights within the metro.

Whilst the definition of a child varies across cultures and countries, according to UNCRC and for the purposes of this analysis the term children refers to anyone up to the age of 18 years , anyone above from the age of 18 – 35 yrs. is regarded as youth.

In promoting youth development the metro has 3 youth flagship projects namely the 3 Youth Advisory Centers which offer career guidance, job marketing skills and entrepreneurial opportunities to youth.

Secondly, the BCMM Bursary Fund provides financial assistance to deserving youth pursuing scarce skills qualifications. The metro has also introduced an internship programme which seeks to prepare BCMM Bursary Fund graduates for the job market and to increase their chances of employment.

Lastly the metro has developed guidelines for the metro's Youth Council which is a voluntary civil society youth structure which represents youth stakeholders from all sectors and formations including but not limited to business, civil society, political, faith based organizations, education, non-profit and non-government organizations.

The BCMM Youth Council seeks to champion youth development within the metro and is guided by principles of non-racialism, non-sexism and democracy and is informed by national youth development policies, frameworks and structures;

6.6 Disability

BCMM has a proportional number of people living with different forms of disabilities including sensory, physical and intellectual with an established blind community residing in Dimbaza. Statistics for persons living with disabilities has increased from 5% (Census 2001) to 10% (Census 2011). It must be noted that the definition of disability was broadened within the latest Census.

BCMM has established an interim Employee Disability Committee as well as external Disability Forum. Both these internal and external disability structures are aimed at ensuring that issues of disability are mainstreamed and that BCMM promotes an environment which is not only disability access friendly but also that services are disability friendly for e.g. libraries and clinics.

The Disability Forum frequently undertakes information sharing sessions for both persons with disabilities and Ward Committee: Disability Portfolio Holders on their rights and responsibilities within local government.

6.7. HIV and AIDS

HIV and AIDS pose multiple threats to the development and well-being of the metro's population particularly to the vulnerable groups including women, the girl child and the older women. The pandemic continues to negatively impact on human development strides and exacerbates levels of poverty, unemployment, informal housing / slums, low economic growth, low education, decreased skills levels and reduced human capital.

There are clear linkages between an increase in HIV infections and other opportunistic infections to that of informal settlements. Many people living in informal settlements are prone to poverty, suboptimal living conditions, substance use and which can lead to risky sexual behavior and commercial sex work.

Children living in informal settlements are exposed to sexual activities and rape at very early stages of their lives due to the lack of privacy and security.

The SA population has increased from 51.19 million to 53 million in 2013 and the SA HIV infection prevalence rate has escalated from 5.3 million in 2009 to 5.6 million in 2010. More than half of those HIV infections were adult females with the number of infected children escalating from 334 000 in 2009 to 518 000 in 2010. It is estimated that approximately by 2015, 2 million orphans would have lost either one or both parents to AIDS thereby increasing child headed households

Whilst research shows an increase in SA's HIV and AIDS prevalence, Statistics South Africa's 2013 midyear population report shows that SA's average life expectancy has increased to 60 years as compared to 52 years in 2011.

BCMM is not immune to the HIV pandemic and when the Department of Health released the 2011 National Antenatal Sentinel HIV & Syphilis Prevalence Survey in South Africa, it was reported that the metro had the highest prevalence rate of 34% within the Eastern Cape Province as compared to the national prevalence of 29%.

Within the jurisdiction of the metro the informal settlements were reported to have the highest prevalence i.e. Zanebulo clinic at Mzamomhle informal settlements was reported at 44 %. This is a serious concern to the metro partly because the majority of the metro's population lives in informal settlements. The metro's development trajectory can only be addressed through addressing HIV through integrated and strategic human settlement initiatives. The metro has an active Metro AIDS Council and is piloting Ward Based AIDS Council within 6 wards. In addition to this, the metro has a healthy relationship with the Eastern Cape AIDS Council.

The already high levels of poverty and rising OVC population will exacerbate and place additional strain on the metro's resources as the demand for service delivery and indigent benefits increases and the inversely proportional ability to generate revenue decreases.

6.8. Transversal Vulnerability Mainstreaming Approach - Challenges and Possible Solutions

The reporting, monitoring and evaluating of transversal mainstreaming of vulnerable groups issues in municipal departments' planning and budgeting remains a challenge.

Typically Integrated Development Plan clusters who grapple with how the cross-cutting issues are impacted on by their municipal service delivery and how the cross-cutting issues impact only their directorates' delivering of metro services.

The responsibility for implementing transversal vulnerability mainstreaming rests with highest levels within the metro and it is vital that senior managers / decision maker lead the process and that this is linked to the metro's Performance Management System, financial reporting systems as well as the Millennium Development Goals and 12 Outcomes of Local Government .

It has been documented that the metro has a greater ability (in comparison to the Eastern Cape Province), to provide access to employment, health care, education and basic services and this comparative advantage needs to be harnessed and managed positively in order to reduce marginalized and vulnerability.

6.6 COMMUNICATIONS AND MARKETING

Communications and Development Cooperation plays a pivotal role in harnessing and maintaining strategic relationships locally and globally. This positions the organization as a strategic tool for the facilitation of effective and efficient service delivery.

Communication

BCMM has a comprehensive Communication and Media Strategy which was adopted by Council.

Intergovernmental Relations

The South African Constitution, 1996 places emphasis on 'co-operative government' and spells out an enabling framework for the development of a system of inter-governmental relations (IGR). Whilst the intentions of the IGR Framework Act No 13 of 2005 is notable there are however some shortcomings in the existing system of IGR that leads to poor co-ordination within and between the different levels of government and that hinders its capacity to deliver multi-sectoral community programmes. In order improve coordination Buffalo City Metro established the Buffalo City Metro IGR forum in November 2012.

The aim of the forum is to integrate planning of other government departments and parastals to Buffalo City Metro's own municipal planning process so that government resources can be mobilized and utilized more effectively and to improve service delivery. The consistent challenge of the forums at all levels of government is representation, where decision takers don't attend the meetings. In addition, the financial years and planning process of all three levels of government differ from one another which results in small projects being considered for integrated development rather than the massive projects that are a catalyst for economic, social and regional development. Furthermore suitable dates for the sitting of the Forum have been challenged due to other important events overtaking the meeting of the Forum. For improved functioning of the Forum, the Executive Mayor has since tasked the Deputy Executive Mayor to chair the IGR Forum.

During the year under review Buffalo City partnered with a number of government departments and parastals to realize projects and events in the city. Some of these events include:

Project/Event	Aim	Sector Department/parastatal
BRICS (Brazil, Russia, India, China, South Africa) Outreach	Outreach by National government to demystify the BRICS alliance and highlight the importance of the alliance.	Department of International Relations and Cooperation Office of the Premier Department of Economic Affairs and Tourism Department of Education Walter Sisulu University
Renewable Energy Conference	To look at the Eastern Cape as a hub for renewable energy programmes	Department of Economic Affairs and Tourism East London Industrial Development

		Zone European Union Eastern Cape Development Cooperation
Global Innovation Conference	It focussed on enabling innovation and enterprise development for economic growth, job creation and human capital. Within the latter context, there will also be ample attention for innovative economic opportunities for women and youth.	Department of Science and Technology Innovate Eastern Cape Department of Economic Affairs and Tourism East London Industrial Development Zone Eastern Cape Development Cooperation
Books Handover	Assist local schools establish libraries and increase access to books to improve literacy of learners	Department of Education
City Clean-up	Work with the Department of Correctional Services to improve cleanliness of the city.	Department of Correctional Services

Development Cooperation and International Relations

The nature of conducting international municipal cooperation between municipalities has changed dramatically within the last decade. Municipal cooperation now encompasses a myriad of different fields linked to globalization which affects and are affected by business and work organization, economics, socio-cultural resources, and the natural environment. Given the Metro’s status, positioning and responsibilities it is important for it to lead on matters of global importance so that it is taken seriously by the local, national and international decision makers. It is therefore important of the Metro to leverage of development cooperation and international relations through identifying core gaps, interests and needs of the city and to further these through its international interactions and agreements so that it will develop and grow its people, processes and the city as a whole from an economic, social or cultural perspective; and all in line with the priorities of the integrated development plan. The reality is that whilst international relations occurs in an international space the implementation of projects and programmes takes place in a local space, and if not in Buffalo City it could be in any other municipality who may not have the opportunities that we do..

Highlights of scope covered

The Department of International Relations and Cooperation (DIRCO) is the custodian of South Africa's Foreign Policies and as custodians of the policy their aim is to ensure that international agreements and treaties benefit all South Africans. BCMM as a local stakeholder is guided by South Africa's foreign policies and signs agreements and implements projects and programmes in line with these policies. The role of local government in IR has moved significantly from the symbolism of the past to meaningful interaction of mutual benefit with far reaching implications for the image of South Africa and the development agenda at a local government level i.e attainable economic, social and municipal benefits. Buffalo City's current partnerships include agreements signed with the City of Leiden – Netherlands, City of Gävle –Sweden, Milwaukee County – USA, City of Glasgow – Scotland, Region of Tuscany – Italy, City of Oldenburg – Germany, Jinhua City- China and Qinhuangdao – China.

During the period under review the partnerships yielded the following results.

Partnership	Projects	Beneficiaries
<i>City of Glasgow, Scotland tripartite partnership with Amathole District</i>	50 000 donated books to BCMM Schools	EC Department of Education 154 schools in all wards benefitted from the donation
	Lighting Project to improve aesthetics and safety around two pilot attractions in the city (City Hall and Mdantsane Art centre)	Mdantsane community BCMM CBD
<i>City of Gävle, Sweden</i>	Ambulance project for training and capacity building of paramedics in both Eastern Cape and Sweden	EC Department of Health Metro Ambulance Services
	Good Governance Housing Project – Fencing for municipal owned Flats to improve security and reduce crime and social ills	Garcia Flats residents Cambridge Buffalo City BCMM Housing department

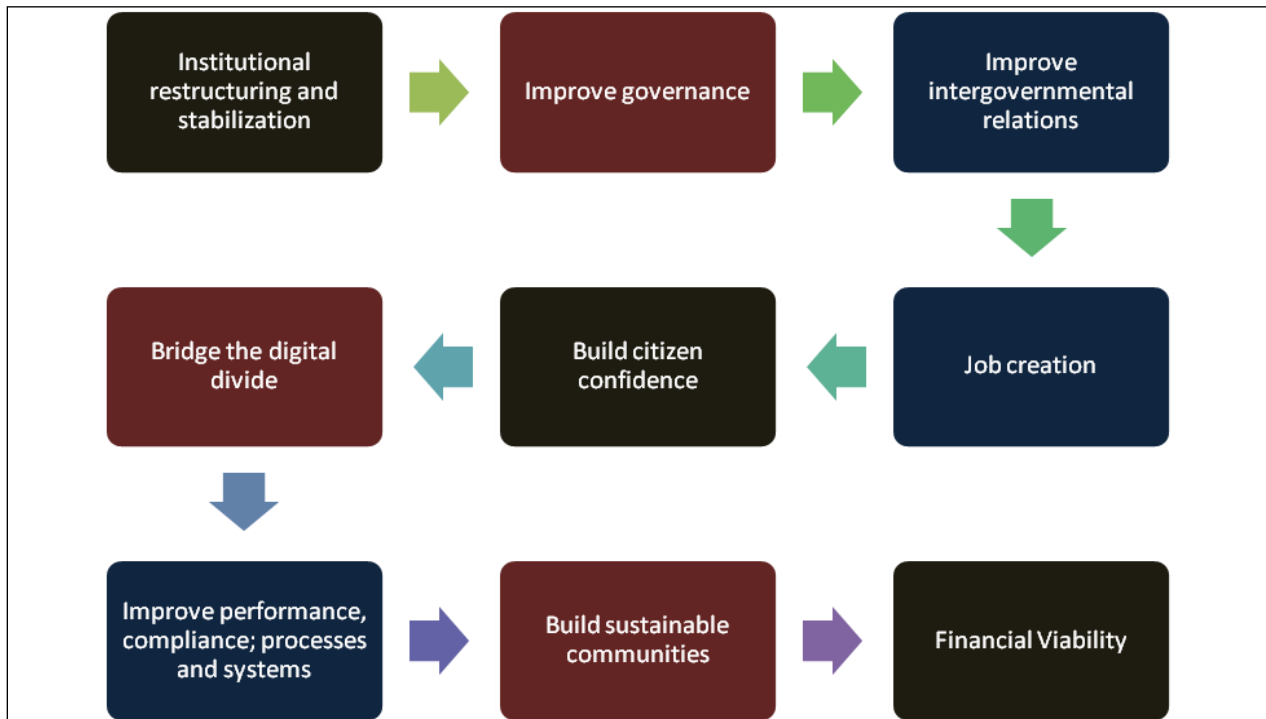
Customer Relationship Management

Successful customer relationship management (CRM) starts with a business strategy, which drives change in the organization and work processes, enabled by technology. It needs to be recognised as a cross-cutting function whose main purpose is to see to the implementation of CRM initiatives in a consistent way across the political, corporate and functional dimensions of the organisation.

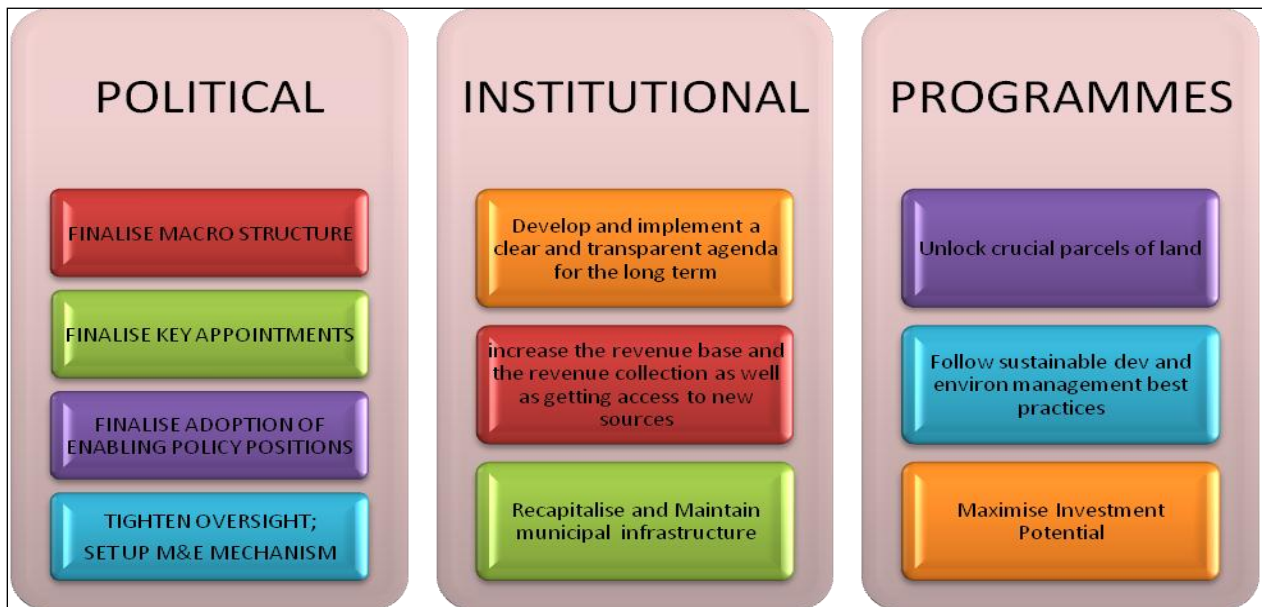
Matters for consideration by Buffalo City Metro would include capacity, skills and resource constraints which remain a problem in the municipal environment. Internal streamlining will also need to be aligned as it provides a major stumbling block in providing adequate service delivery. Furthermore, blockages need to be removed, processes need to be streamlined and systems need to be put in place to avoid bottlenecks and misinformation. Customer relationship management can provide immense opportunity for turning negative perceptions into a positive image of the City.

7. BCMM COUNCIL PRIORITIES

Priorities areas for Buffalo City Metropolitan Municipality for the current term are outlined below:



Linked to BCMM Priority focal areas are the following:



These institutional priorities would enable the Metro to strategically position itself to achieve long term goals as dictated by drivers to maximise economic potential. The session agreed that the Integrated

Development Plan and the City Growth and Development Strategy need to focus on three main strategic focus areas as economic driver. These are:

- Development of economic growth master plan for Buffalo City Metro
- Facilitate growth of SMME Sector
- Facilitate retention and attraction of investors within BCMM
- To market the city as a tourist destination in partnership with other stakeholders

The illustration below depicts the pertinent areas these drivers will focus on and draws directorates to adopt them as priority areas;



SECTION C

SPATIAL DEVELOPMENT FRAMEWORK

INTRODUCTION

The Buffalo City Municipality compiled its 1st Generation **Spatial Development Framework** (SDF) in 2003 to support the development vision, objectives and strategies identified in the Buffalo City Municipality's Integrated Development Plan (IDP). This was subsequently reviewed in 2005.

In terms of Section 26(e) of the Municipal Systems Act (Act No. 32 of 2000), the Spatial Development Framework is a legally required component of the Municipality's IDP and, furthermore, has the status of a Statutory Plan. As such, the SDF serves to guide and inform all decisions made by the Municipal Council on spatial development and land use management in the area to which it applies.

In 2011, the Municipality was upgraded to a Category A Metropolitan Municipality and, having successfully pursued a series of more detailed Local SDFs over the period 2004 to 2012 to add detail and direction to the original 2003 SDF, it resolved to undertake a comprehensive review of the Buffalo City SDF in 2012/2013. The Review that was undertaken was a 10-year review and was designed to update the existing SDF and align it with the latest legal and policy directives of the state as well as incorporate the findings of the Local SDFs completed, to date. The BCMM SDF was approved by Council in December 2013.

The Function of the Buffalo City Spatial Development Framework

Following the direction of the White Paper on Wise Land Use: Spatial Planning and Land Use Management (Department of Land Affairs, 2001), the revised SDF is intended to: -

- *Be the spatial image of the IDP*
- *Be a strategic, indicative and flexible forward planning tool, to guide decisions on land development*
- *Develop a set of policies and principles and an approach for the management of spatial development*
- *Must be clear enough to guide decision-makers in dealing with land development applications*
- *Provide a clear and logical framework for spatial development by :*
- *Providing an indication of where the public sector would support certain forms of development and where state investment is likely to be targeted in the short to medium term*
- *Provide a clear spatial logic that would facilitate private sector decisions on investment in the built environment*
- *Facilitate the social, economic and environmental sustainability of the area*
- *In the rural context provide a framework for dealing with key issues such as :
natural resource management land reform subdivision of rural land the conservation of prime and unique agricultural land*

THE SPATIAL DEVELOPMENT FRAMEWORK AND THE IDP

The Buffalo City Spatial Development Framework forms a component of the Municipality's Integrated Development Plan (IDP). In essence, the Spatial Development Framework is "the picture" of the IDP – that is, it illustrates the form and extent of development that the Buffalo City Municipality wishes to promote, within the strategic approach adopted by the IDP.

THE LONG TERM VISION AND MISSION FOR BUFFALO CITY METROPOLITAN MUNICIPALITY IS TO BE

“a responsive, people centered and developmental City” which:

- *Promotes a culture of good governance;*
- *Provides effective and efficient municipal services;*
- *Invests in the development and retention of human capital to service the City and its community;*
- *Promotes social and equitable economic development;*
- *Ensures municipal sustainability and financial viability;*
- *Creates a safe and healthy environment; and*
- *Places Batho Pele principles at the centre of service delivery*

The SDF Review is guided and informed by the overall Development Vision contained in the IDP and aims to propose how best to use available land for development in a way that is both practical and sustainable (i.e. will not use up land or resources that are necessary for the future wellbeing of the Buffalo City Metropolitan area).

The Consultative Process Followed

In compiling the Spatial Development Framework for Buffalo City, BCMM engaged in a process of consultation within the Municipal organisation, as well as with external stakeholders representing different organisations and civil society in general.

Internally, the formulation of the Spatial Development Framework was managed and co-ordinated by a Task Team comprising officials and councillors from different Municipal departments, which was established in February 2012.

During the consultation process, engagement sessions were held with various stakeholders, including the Department of Environmental Affairs, BKCOB, SAPOA, Department of Agriculture, and Community meetings in East London, King William's Town and Mdantsane in the period March to August 2012.

Finally, draft proposals were advertised for public comment on 25th June 2013. Documents setting out the Spatial Development Framework proposals were made available at public libraries in King William's Town, Mdantsane, Beacon Bay, East London and Gonubie, and at the Municipal offices in Bhisho and East London.

CURRENT REALITY AND A NEW VISION FOR SPATIAL DEVELOPMENT

The SDF Review has shown that Buffalo City Metropolitan Municipality's (BCMM) Spatial Planning has planned all key Urban and Rural areas. In total, BCMM has prepared 14 Local Spatial Development Frameworks (LSDFs) since the first BCM SDF was approved in 2003.

The Review has found that basic Land Use proposals in the 2003 SDF and the related LSDFs are still largely relevant and in line with Government Policy but more focus should be placed on:

Spatial transformation, integration of major land use areas and densification

Directing a more strategic Spatial Focus to assist with implementation.

With regard to the last made point: relevant proposals from all the LSDF's have been incorporated into this new SDF. Land parcels have been clearly identified in the LSDF's BUT it appears clear that implementation is a challenge, e.g.:

- *Land Acquisition*
- *Infrastructure Development*
- *Addressing the Spatial Fragmentation of Settlement Pattern*
- *Consolidation has taken place but challenges remain with Infrastructure and Road Networks*
- *Unmanaged Urbanisation*
- *Informal settlements are still being created as rural people come to the city in search of opportunities (urbanisation)*
- *Low Density Settlements/Urban Sprawl*
- *The overall settlement pattern is still inefficient: whilst the Urban Edge now contains most formal developments, unmanaged invasion of land is perpetuating sprawl*
- *Public-funded Housing Backlog: estimated at around 25,000 units (with approx.. 30,000 sites currently in planning or being addressed)*
- *Total 20-year additional housing need estimated at around 42,000 units, which translates into a land need of around 1,650 hectares at a prevailing gross density of 40 dwelling units per hectare*
- *Depletion of Natural Resources and Valuable Agricultural Land*
- *The natural environment remains under pressure*
- *Agricultural land is still laying unused while food security is now even more of an issue as more food needs to be imported*
- *Historically Low Economic Growth*
- *Low level of job creation*
- *Insecurity of opportunities*
- *Physical constraints limit the availability of usable land*
- *Topography and Environmentally sensitive areas*
- *Climate Change: Storm and flooding events more severe*
- *Access to land is complicated*
- *Numerous forms of land rights from freehold to informal land rights*
- *Acquisition of land is complicated*

A brief summing up of the status of land development in BCMM since 2003 would note that the challenges of implementing complex projects and infrastructure network upgrades have led to a situation where there remain significant issues to be dealt with in regard to the management and formalisation of informal settlements in Buffalo City; the improvement of the range, type and quality of state-assisted housing opportunities in the area; the development of appropriate forms of land uses at appropriate levels of density and intensity in key strategic land areas; and the development of enabling infrastructure and social services to underpin the spatial transformation of Buffalo City.

The latter point highlights that a new and more intense focus needs to be placed in the Metropolitan SDF on the transformation of the prevailing fragmented and relatively low density urban settlement patterns in Buffalo City as well as the improvement of the integration between key strategic land parcels in the urban areas as well as integration between the urban settlement components of Buffalo City and its rural hinterlands.

Accordingly, a revised SPATIAL VISION is proposed to guide the Buffalo City Municipal SDF 2013: -

“Re-Shaping Buffalo City: the Metro in 2023”

In 2023 Buffalo City is a City-in-a-Region providing a focus for socio-economic development, services and higher order human settlement in the central part of the Eastern Cape Province. The core elements of the City are its roles as a University Town; a hub for Green energy production and innovation; a centre of Industrial development with an innovative and world-class motor industry cluster at its heart; and a city that offers a rich lifestyle experience through the quality of its natural environment, the range of social, cultural and leisure activities offered in the area, and the excellence of its public infrastructure and social institutions.

SPATIAL DEVELOPMENT OBJECTIVES & STRATEGIES

In response to the conceptual framework below, the Spatial Development Framework for Buffalo City Metropolitan Municipality elaborates clear and detailed **objectives and strategies** for the management and direction of spatial development and land use management in the area according to proposed Spatial Development Frameworks and Land Use Management Guidelines, to be used to manage development in future in order to guide new investment to achieve the development vision set out in the BCMM IDP and the SDF.

- *Implement the principles of Integrated Environment Management and identify resources (natural/biodiversity; social; economic; heritage and cultural; human capital; financial) and manage land use in valuable resource areas;*
- *Urban Edge and Land Use Management System as spatial management and investment guidance tools;*
- *Consolidate and integrate spatial development by developing land in proximity to public transport facilities and existing services;*
- *Implement a Land Reform and Settlement Programme by identifying zones of opportunity for integrated development in peri-urban and rural areas;*
- *Pro-actively manage land use and set appropriate levels of service to achieve sustainability in urban, peri-urban and rural areas.*

STRATEGIC OBJECTIVES AND PLANNING TOOLS

The following objectives have been identified to achieve the overall vision and values identified within BCMM:

STRATEGIC OBJECTIVES AND PLANNING TOOLS	
Strategic Objectives	SDF Planning Tools
Consolidate and integrate spatial development in the urban centres by developing land efficiently in proximity to existing infrastructure	Urban Edges to define limits of settlement & promote densification. Corridors to define main routes.
Implement a Land Reform and Settlement Programme by identifying zones of opportunity or integrated development in peri-urban and rural areas	Nodes where development can be focused – linked by Corridors. Special Development Areas where specific programmes and interventions are to be supported.
Manage land use in urban, peri-urban and rural areas	Identified Environmental/Resource areas where wise use of resources and environmental management is prioritized
Implement the principles of Integrated Environmental Management (IEM)	

STRATEGIC PROPOSAL FOR BCMM

In order to achieve the above SPATIAL VISION, the following is highlighted as being set out in the BCMM SDF Review for 2013: -

In an effort to try to bridge the gap between planning and implementation, the SDF now proposes THREE areas of strategic priority where, if focused attention is placed on implementing key catalytic projects, enormous developmental benefits can be attained over an extended period of time for the benefit of all communities and residents of Buffalo City as well as the broader region over which the socio-economic influence of BCMM extends. These 3 Priority Areas are described below: -

PRIORITY AREA 1

In order to provide Strategic direction to spatial development to BCMM, and in order to support investment and growth, it is proposed that the **Central East London Urban Renewal Area** should be **Priority 1**. This includes **East London and Mdantsane and the areas in between them**. This area is regarded as the **'HEART' of the City-In-A-Region**, which is BCMM. Due to the large number of people resident in this area, it is also subjected to critical infrastructure/service backlogs, which severely hinders progress of development. The urban area also has the potential to accommodate between 40 000 to 50 000 households at increased densities in the future. Creating infrastructure capacity in roads and services networks will give *"biggest bang for the buck"* in shortest time-frame.

PRIORITY AREA 2

Since 1980s, the **West Bank area** has been seen as having the best potential for large-scale urbanisation in the Greater East London area. Investment in the East London Industrial Development Zone (ELIDZ) is constrained from being fully realised by the lack of key infrastructure in Wastewater Treatment on the West Bank. As land prices have inflated and the developable land in close proximity to the City centre is depleted, the next available area after Quenera is the West Bank, with ample well-located land for integrated, higher density and mixed land use development close to the ELIDZ. It is primarily for these reasons that the **West Bank** has been identified as **Priority 2**. Critical for the success of the West Bank area is the need to complete catalytic projects that resolve the issue of Waste Water Treatment for the area as well as Roads and Bridges to link the West Bank to the Central Urban Area and Regional linkages (i.e. the N2 with a new bridge over the Buffalo River).

PRIORITY AREA 3

Priority 3 looks at two Key Focus areas to overcome existing problems as well as opening the doors for investment and growth. Firstly **King Williams Town/Bhisho** as an extended Rural Service Centre is an important segment of BCMM and continued support is required. Provincial Government is leading initiatives to consolidate Bhisho as an Administrative Capital of the Eastern Cape Province and BCMM needs to support the initiatives by ensuring that there is sufficient bulk infrastructure. Secondly, **Mza'momhle and Nompumelelo** are problem areas that need to be addressed without necessarily extending solution to mass-based housing in the eastern sector of BCMM as this will distort desired spatial pattern of **CENTRAL-WEST** Focus.

STRATEGIC PROPOSALS FOR BCMM

Strategic Priority 1: Central East London-Mdantsane

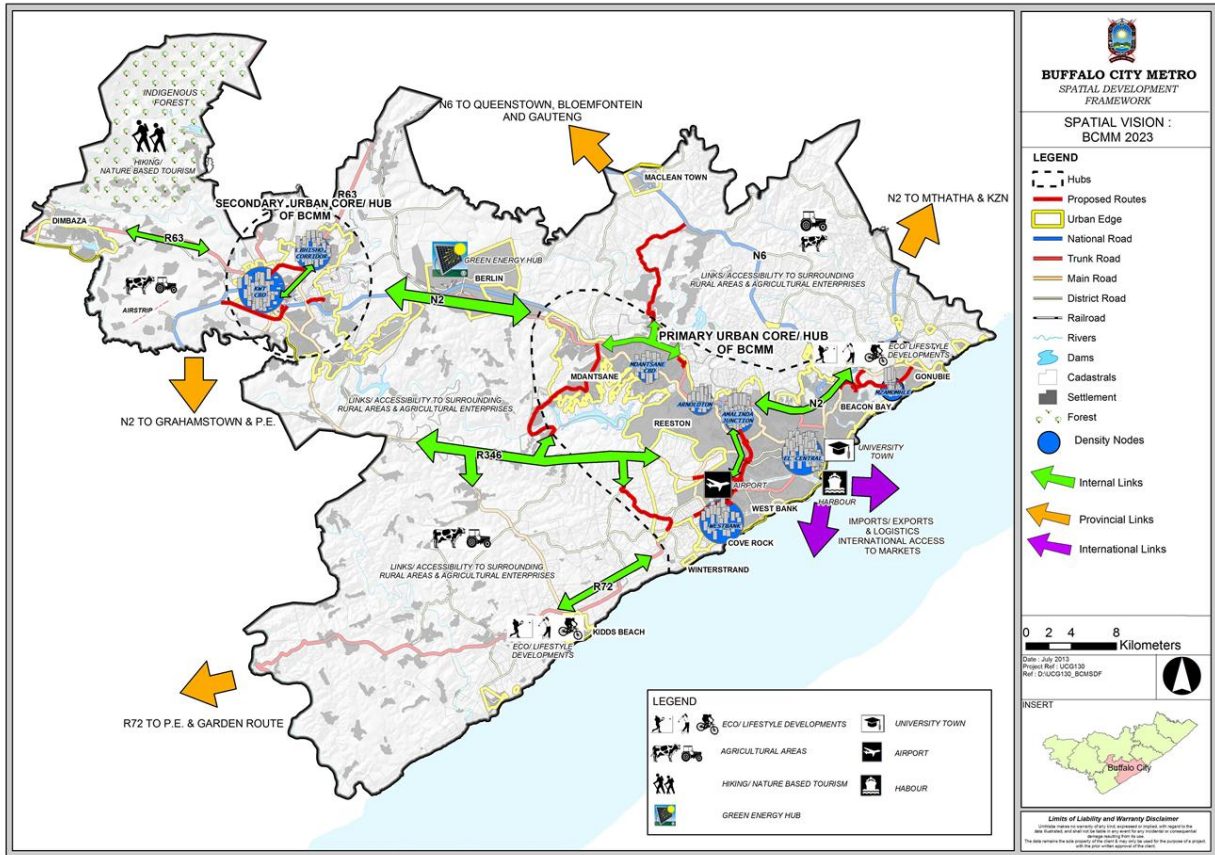
Spatial Focus	Rationale for Priority
<p><i>Focus and Investment in the Central Urban Renewal Area (EL-Mdantsane)</i></p> <p><i>Catalytic Projects are identified as:</i></p> <ul style="list-style-type: none"> • <i>The Sleeper Site (mixed land use development and University Town node)</i> • <i>Roads and bridges to link West Bank to Central Urban Renewal Area and regional linkages (N2)</i> 	<p><i>This area is home to the majority of the BCMM population.</i></p> <p><i>The “Heart” of the City-in-a-Region that is BCMM.</i></p> <p><i>Potential to house 40,000 to 50,000 households at increased densities, over time.</i></p> <p><i>Critical infrastructure/service backlogs hindering progress.</i></p> <p><i>Creating infrastructure capacity in roads and services networks will give “biggest bang for the buck” in shortest time-frame.</i></p>

Strategic Priority 2

Spatial Focus	Rationale for Priority
<p><i>Investment in key enabling infrastructure on West Bank:</i></p> <p><i>Catalytic Projects are identified as:</i></p> <ul style="list-style-type: none"> • <i>Water services – especially Wastewater Treatment</i> • <i>Roads and bridges to link West Bank to Central Urban Renewal Area and regional linkages (N2)</i> • <i>Harbour expansion and deepening</i> • <i>IDZ Science & Technology Park</i> 	<p><i>Since 1980s, West Bank area seen as having best potential for large-scale urbanisation in Greater EL area.</i></p> <p><i>Investment in IDZ is constrained from being fully realised by lack of key infrastructure in Wastewater treatment on West Bank.</i></p> <p><i>Ample well-located land for integrated, higher density and mixed land use development close to IDZ.</i></p> <p><i>Transport Linkage to Central UR Area crucial to creating an integrated and better functioning city.</i></p>

Strategic Priority 3a: King William's Town & Bhisho	
Spatial Focus	Rationale for Priority
<p><i>Investment in roads, public transport and infrastructure upgrades to support the KWT-Bhisho Revitalisation process</i></p> <p><i>Catalytic Projects are identified as:</i></p> <ul style="list-style-type: none"> • <i>The Bhisho Revitalisation Precinct</i> • <i>“Green Energy” Hub located at Berlin</i> 	<p><i>Support continuing function of KWT as an extended Rural Service Centre.</i></p> <p><i>Support Provincial Government-led initiatives to consolidate Bhisho as the Administrative Capital of Province.</i></p>
Strategic Priority 3b: Quenera Precinct	
Spatial Focus	Rationale for Priority
<p><i>Investment in Land in Quenera area</i></p> <p><i>Catalytic Project is identified as:</i></p> <ul style="list-style-type: none"> • <i>The Beacon Bay-Gonubie Link Road and intersections</i> 	<p><i>NEED to resolve critical problem areas of Mza'momhle and Nompumelelo without extending solution to mass-based housing as this will distort desired spatial pattern of CENTRAL-WEST Focus.</i></p>

The above concepts are illustrated overleaf on Plans 1-5.



BCMM CONCEPTUAL SPATIAL DEVELOPMENT FRAMEWORK:

Within the Buffalo City area the following three main land use patterns emerge:

The dominant East London - King William's Town - Dimbaza urban axis. This spatially defines a principal development corridor that services the greater Amatole region.

The peri-urban fringe and rural settlement area. This component includes the Newland's settlements, settlements that previously fell within the former Ciskei 'Bantustan', and the Ncera communal settlements located west of East London.

The commercial farming areas confined mainly to the north-eastern and south-western (coastal) sectors. These areas are characterised by both extensive and intensive agricultural land utilisation.

The settlement pattern demonstrates spatial fragmentation occurring within East London and King William's Town, mostly in the form of racially segregated residential areas or dormitories. These areas comprise Mdantsane, Potsdam, Ginsberg, Zwelitsha, Phakamisa, Briedbach and Ilitha. In addition, the higher order function and natural growth of the historic towns of East London and King William's Town have been impacted by attempts to create satellite or "buffer strip" residential, commercial, industrial

and administrative growth nodes - i.e. Bhisho, Berlin and Dimbaza. The City recognises such spatial development pattern as a legacy of apartheid and previous Bantustan policies that require urgent attention.

In terms of the BCMM IDP, an overall concept (described below) is accepted and endorsed as strategic direction provided by the Municipal Council for the purposes of this Spatial Development Framework.

In this regard, the Buffalo City IDP notes that: *“In essence, the [approach of Building on Urban and Rural Strengths] acknowledges that the urban areas of greater East London/Mdantsane and King William’s Town/Bhisho and environs are likely to be focal points for significant economic growth and development within Buffalo City over an extended period of time.*

However, it is accepted that there is a dependency amongst a significant proportion of the residents of Buffalo City on access to peri-urban and/or rural land for basic livelihood (i.e. survival or subsistence) as well as cultural purposes, and that this is likely to continue to be so, at least in the medium term (10 years).

Therefore, it is concluded that:

It must be accepted that it is most rational and economically effective to focus higher order development investment (in infrastructure, housing and a diversity of economic enterprises) in the urban core areas.

However, a proportion of the resources of the Buffalo City Municipality must also be targeted in areas of opportunity and areas of need in fringe rural and peri-urban areas, in order to upgrade existing settlements and create or facilitate new development opportunities in these areas.”

A spatial overview of the Buffalo City Metropolitan Municipality was conducted through the IDP process. Amongst the key spatial development issues identified, the prevailing spatially fragmented development pattern was identified as having essentially created a negative urban dimension.

From a conceptual point of view, the urban portion of Buffalo City extends in a linear form along the main watershed between East London and King Williams Town, with the historical settlements and urban nodes using the main roads and railway line as the central transport route to the surrounding area.

This urban form can be simply described as ‘beads on a string’ and, in order to enhance the operational effectiveness of this built form, it is envisaged that future development should be directed in such a way that the various settlements or nodes (beads) along the main rail and road transport routes (or string) be allowed to develop in intensity (i.e. density and variety or mix of land uses).

This is intended to create areas where the density of development and the increased variety of opportunities at points of good access to the majority of residents would improve both the overall functioning of the built environment in Buffalo City, as well as offer better social and economic opportunities for the residents.

More specifically, it is suggested that within areas of high need and/or development potential, the integration of modes of transportation, particularly public transportation modes, should be undertaken to create points of high accessibility for a greater number of people. These areas of public transport focus are seen as points of particular potential. Creating high density, mixed-use nodes, which provide intensive local markets, and thus, a climate in which small business can flourish around them, should reinforce these high accessibility points. The components of these nodes are discussed below.

For the purposes of the Buffalo City SDF, then, the central development concept is one of 'beads on a string', with the string comprising a linear system of integrated movement modes and the beads being the intensive mixed-use nodes, around multi-modal transportation terminals. An alternative (or more technical) description of the concept would be to focus on the concepts of nodes (beads) and corridors (string).

There can be no doubt that an efficient transport system is fundamental for the successful development of the City. The greater the integration between development and the road and rail modes of transport, the more opportunities there will be for economic development. This implies a need to develop intense and higher density settlements with mixed uses along the main transport routes; inner city medium density residential environments surrounding the East London and King William's Town CBD's and medium density residential development not more than 1 kilometre from bus/taxi routes and near stations. Densities to be aimed must be at least 40 dwelling units per hectare (gross) in order to attain the minimum threshold where public transport becomes economically sustainable.

Further investment in rural areas over and above the basic level of service prescribed by the constitution should ideally be aimed at those rural areas where water, soils and topography could sustain 'productive agricultural environments'. It is further proposed that market garden living environments be supported where commercial scale agriculture could be sustained.

Such a conceptual framework would enable a close relationship to develop between urban and rural settlements. There is a danger that urban sprawl could erode valuable agricultural land if it continues unchecked. Accordingly, it is proposed that this emphasises that increased densities close to transport and economic centres are a vital strategy.

Overall, new investment in housing, commercial buildings, industrial sites and recreation facilities should be used to increase the intensity of land use within the confines of the existing urban areas and thereby raise living densities, improve public transport viability and increase economic activity.

Investment in public facilities can also be used as development facilitators through the development of intensive mixed use nodes and creation of 'community bundles' containing public facilities, community services and sports infrastructure. Through this conceptual framework of integrating development closely with efficient transport systems, an improved environment is expected for the future city. In order to achieve such a future vision, certain key spatial structuring elements need to be used in all development decision making to direct growth and ensure the city starts to re-direct development into a framework which is more appropriate and desirable.

SPATIAL STRUCTURING ELEMENTS

Development Nodes

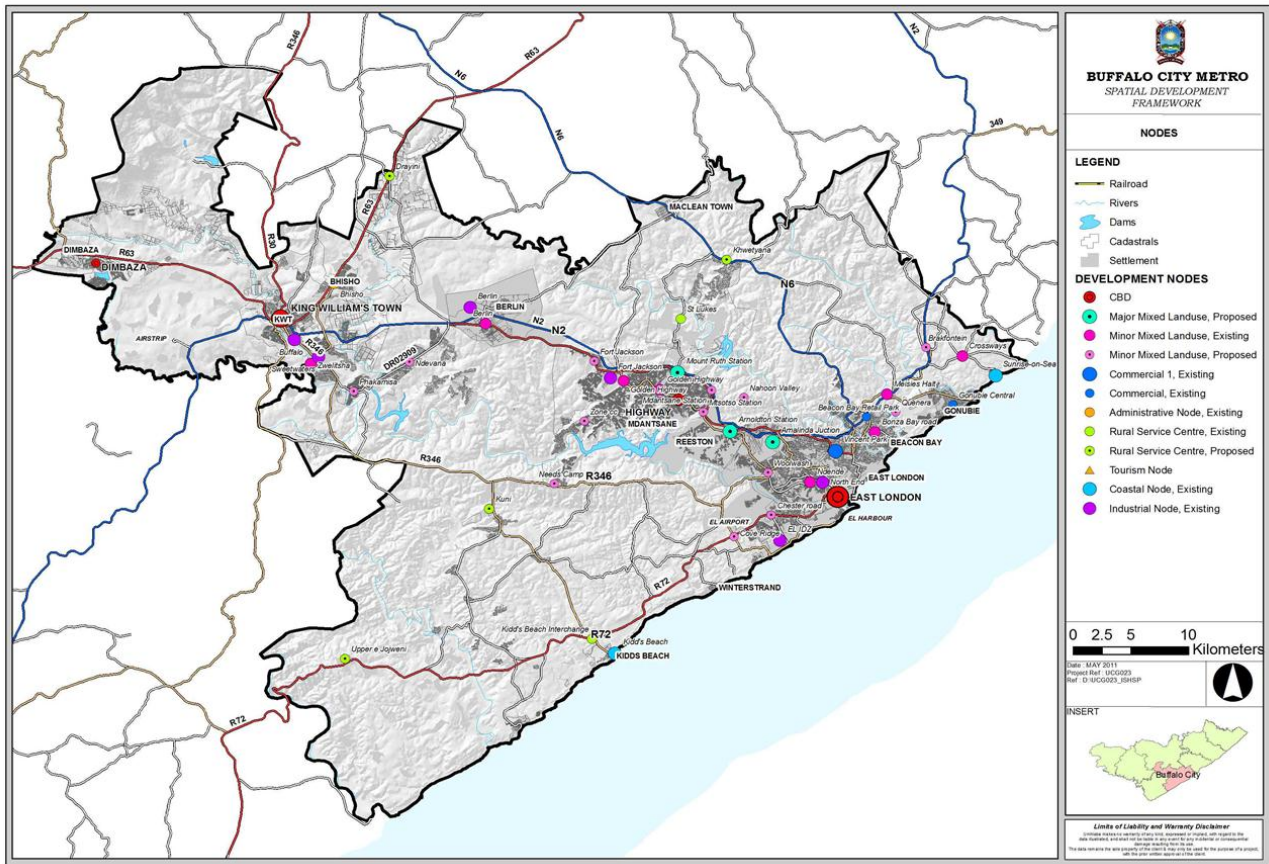
Nodes are generally described as areas of mixed use development, usually having a high intensity of activities involving retail, traffic, office, industry and residential land uses. These are the places where most interaction takes place between people and organisations, enabling most efficient transactions and exchange of goods and services. Nodes are usually located at nodal interchanges to provide maximum access and usually act as catalysts for new growth and development.

The following categories of nodes have been identified and/or are proposed:

(Refer to Plan No.1: Structuring Elements – Nodes)

NODES	
NODE TYPE	AREA/DESCRIPTION OF LOCALITY
PRIMARY NODES:	
Central Business Districts (CBDs)	<i>East London</i> <i>King William's Town</i> <i>Mdantsane</i> <i>Dimbaza</i>
	<i>Mount Ruth Station</i> <i>Arnoldton Station</i> <i>Amalinda Junction</i>
LOCAL NODES	
Minor Mixed Land Use Nodes (Existing)	<i>Meisies Halt</i> <i>Bonza Bay Road (Sparg's Centre)</i> <i>Ndende (Duncan Village)</i> <i>Golden Highway (Mdantsane)</i> <i>Berlin town centre</i> <i>Zwelitsha town centre</i>
Minor Mixed Land Use Nodes (Potential)	<i>Quenera</i> <i>Brakfontein</i> <i>Chester Road</i> <i>Cove Ridge</i>

NODES	
NODE TYPE	AREA/DESCRIPTION OF LOCALITY
	<i>Nahoon Valley</i> <i>Mdantsane Station</i> <i>Mtsotso Station</i> <i>Needs Camp</i> <i>Zone CC (Mdantsane)</i> <i>Fort Jackson Station</i> <i>Ndevana</i> <i>Phakamisa Junction</i>
Administrative Node	<i>Bhisho</i>
Commercial Nodes	<i>Vincent Park</i> <i>Beacon Bay Retail Park/The Hub</i>
Industrial Node	<i>East London IDZ</i> <i>North end</i> <i>Fort Jackson</i> <i>Berlin</i> <i>King Williams Town</i> <i>Zwelitsha</i>
Coastal Nodes	<i>Kidd's Beach</i> <i>Sunrise-on-Sea</i>
Rural Service Centre (Existing)	<i>Crossways</i> <i>St Luke's (Newlands)</i> <i>Kidd's Beach Interchange</i>
Rural Service Centre (Potential)	<i>Khwetyana Intersection (Newlands)</i> <i>Kuni Village</i> <i>Upper eJojweni Village (Tyolomnqa)</i> <i>Drayini Village (Yellowwoods)</i>



Development Corridors

(Refer to Plan No.2: Structuring Elements: Corridors)

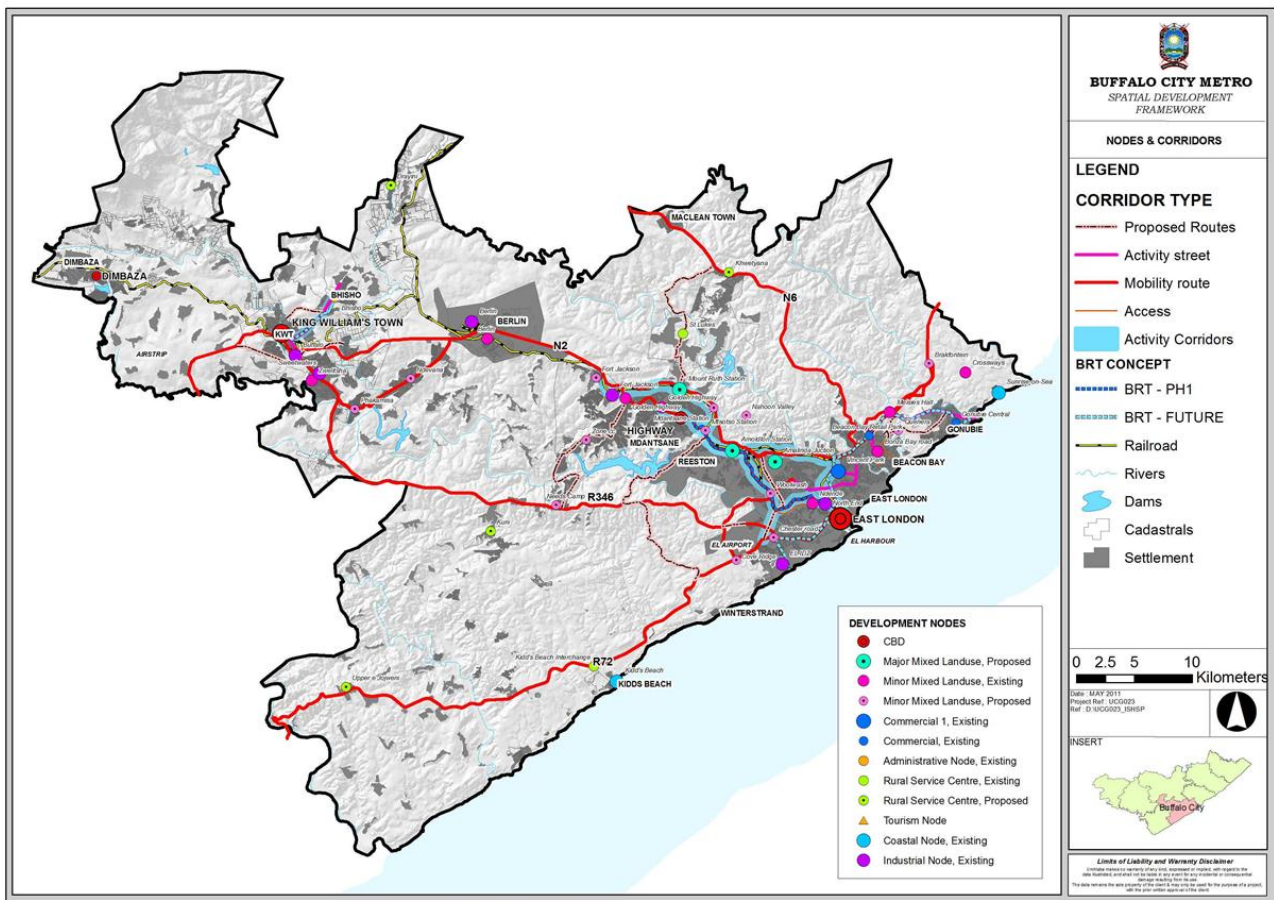
The notion of development corridors both as structuring elements to guide spatial planning as well as special development areas with specific types of development potential has been well established internationally.

Typically, development corridors have been identified as roads or other transport routes along which existing and/or potential land developments at a higher than average intensity (can) occur.

Development corridors can also be refined and described variously as follows: -

CORRIDORS		
CORRIDOR TYPE	MAP CODE	AREA/DESCRIPTION OF LOCALITY
Activity Corridors	1	Mdantsane – East London Development Corridor
	2	Railway Corridor
	3	BRT Corridor
	4	Maitland Corridor(KWT-Bhishe)

Activity Streets	5	<i>Devereux Avenue (Vincent)</i>	
	6	<i>Lukin Road/Pearce Street (Berea)</i>	
	7	<i>Old Transkei Road (Stirling/Nahoon)</i>	
	8	<i>Gonubie Main Road</i>	
	9	<i>King William's Town to Bhisho link (Maitland Road)</i>	
	10	<i>Bonza Bay Road (Beacon Bay)</i>	
	11	<i>Amalinda Main Road</i>	
	12	<i>Oxford Street/ Western Avenue</i>	
	13	<i>Alexander Road (KWT)</i>	
Mobility Routes	14	<i>N2 (East London / King William's Town and East London / Umtata)</i>	
	15	<i>N6 (East London / interior)</i>	
	16	<i>R72 Coastal Road (East London / Port Alfred)</i>	
	17	<i>Mount Coke Road ([346] East London to King William's Town)</i>	
	18	<i>DR02909 linking Ilitha to Zwelitsha via Phakamisa and Ndevana</i>	
Proposed Routes	Mobility	19	<i>Quenera Road linking Beacon Bay Retail Park to Gonubie</i>
		20	<i>N2 Bypass (realigned) from Amalinda Interchange through Haven Hills and across Buffalo River to link into R72</i>
		21	<i>Route from Mdantsane Zone CC via Potsdam Village across Buffalo River to Needs Camp and 346</i>
		22	<i>Realignment of N2 through KWT to bypass CBD</i>
		23	<i>Mouth Ruth-Newlands-N6</i>
		24	<i>Ginsberg to Zwelitsha</i>
		25	<i>R30 (Stutterheim) to Bhisho</i>
		26	<i>Breidbach to the Bhisho access road</i>
		27	<i>Link between R346 and proposed new Buffalo River crossing</i>



Special Development Areas

In order to give a focus in the shared impact of public funding investments, many of the Spatial Development proposals are focused **Special Development Areas**: - areas where the Municipality (and other government, agencies and entities) would need to prioritise its spending and resources in enhancing and promoting integrated development outcomes. It is hoped that investments of private sector companies will also be encourage to align and to achieve shared impact in these special development areas.

These special development areas are described in detail below and include: -

Four **Urban Renewal Zones** identified as **Mdantsane** (an existing Urban Renewal Area identified as a Presidential Priority Project area and funded from various sources on that basis) and proposed "Inner City Urban Renewal Areas"; **Duncan Village; Southernwood, Quigney, Reeston, Zwelitsha and East London CBD**.

Provisional Restructuring Zones (PRZ), identified as **East London Inner City** comprising of **Duncan Village, Chislehurst, Belgravia, Southernwood, East London CBD, Sleeper Site, Quigney, Arnoldton/Reeston, Summerpride, West Bank in East London, whole of Amalinda, King Williams Town CBD and Bhisho/KWT Corridor**.

The West Bank Mixed Land Use Cluster, which is associated principally with the East London Industrial Development Zone (ELIDZ) but which is comprised of numerous existing and potential developments, including the East London Harbour, the Daimler Chrysler Manufacturing Plant and areas identified for industrial development, mixed land use, and public-funded housing; and King Williams Town Economic Upliftment Programme.

Potential Mixed Land Use areas located west of the Buffalo Pass Road, which is unlikely to encompass a mix of commercial and smallholding agricultural land uses.

Public funded residential developments:-

- The Nongqongqo Restitution and Airport Phase 11A Residential Developments, located North/North West of Phase 1 of the ELIDZ;
- Potential residential areas located west of the Noise Interference Zone associated with the East London Airport

King Williams Town/Berlin: specific upliftment programmes which includes Bhisho-Kwt Revitalisation Initiative, KWT CBD Revitalisation and the Industrial Revitalisation

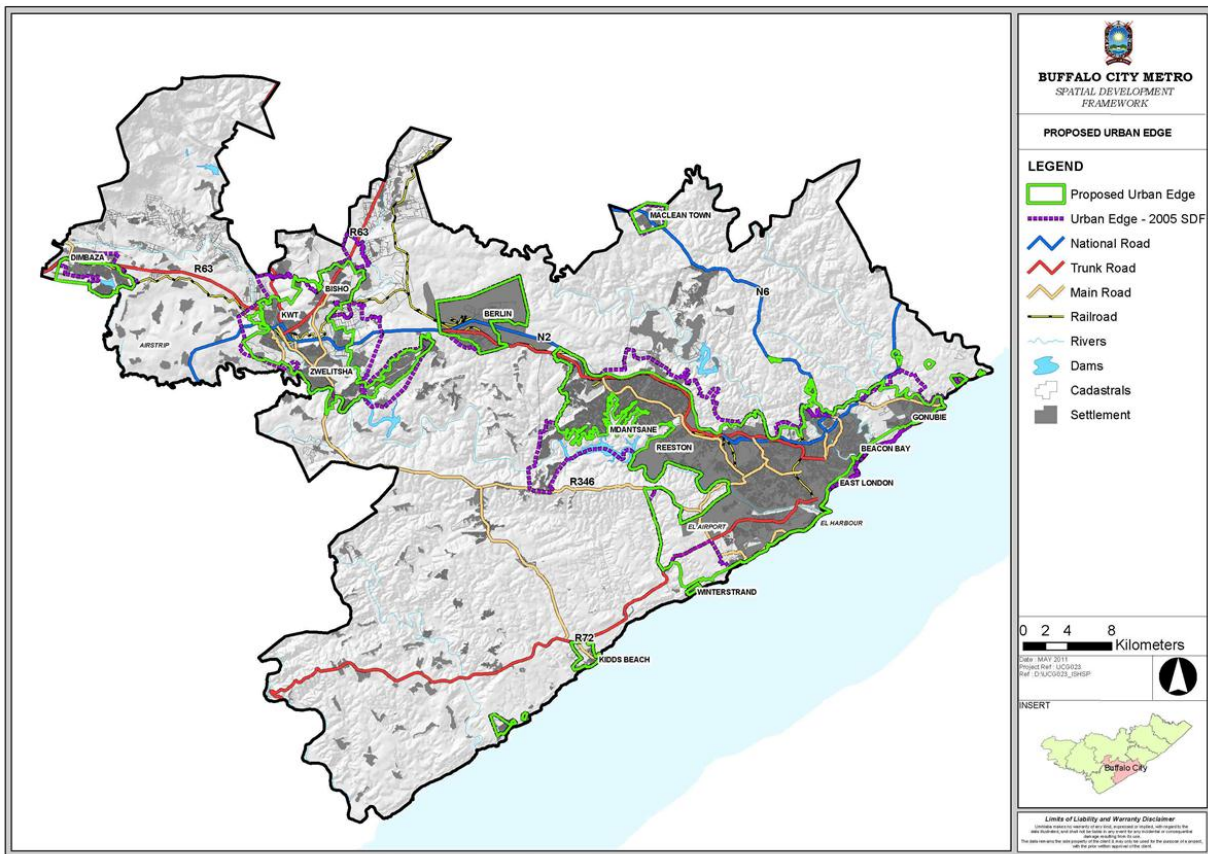
Urban Edge

As part of the effort to consolidate the urban areas and achieve a more compact city, the Spatial Development Framework proposes that an Urban Edge be defined beyond which it is envisaged that lower density rural development will be favoured (refer to **Plan 3 below**).

As part of the review of this SDF, the coverage of the Urban Edge was adjusted according to the Services Edges proposed by Engineers. The Services Edge comprises a boundary (similar to the concept of an urban edge), up to which municipal infrastructure can be provided according to current resources.

In view of the pressure as well as information produced from Local Spatial Development Frameworks on the Metropolitan to provide services, the urban edge has been adjusted in Dimbaza, King Williams Town, Bhisho, Zwelitsha, Berlin, Mdantsane and Summerpride, West Bank and Gonubie and is depicted on Plan below.

The plan below shows the original urban edge (SDF 2005) and the new (proposed urban edge) in a different colour, so the difference can be easily distinguished.



Key Economic Opportunities

The following key economic opportunities, which have been highlighted from previous discussions and documents within the municipality: -

Green-Energy hub in Berlin Industrial Area;

Horse Racing Track and Complex at Berlin;

Marketing "Lifestyle City" based on natural environmental assests;

Promoting University Town Concept;

Enhance Beachfront as Tourist attraction i.e. Esplanade Upgrade

Densification Strategy

For the purposes of the present SDF, it is proposed that BCMM continue to promote densification and intensification of land uses, recognizing that such outcomes would improve the environmental and economic efficiency and sustainability of the city overall, and especially those parts of the city where public (or social) goods and services are central to the wellbeing of residents.

Accepting that the overall population growth rate in BCMM is relatively low and that therefore densification should be pursued in areas where it makes best strategic sense to do so, it is proposed that the SDF continue

to facilitate an increase in densities and the mix and intensity of land uses in specific focus areas or so-called INTEGRATION ZONES. This is proposed deliberately to continue the re-structuring of the city, with the ultimate objective remaining that of a functional and inter-related settlement pattern where high-density, efficiently functioning urban areas provide the platform for a strengthening urban economy with strong linkages to outlying peri-urban and rural areas (“Building on Urban and Rural Strengths”).

In this regard, the overall objective of densification in the identified Integration Zones will be to attain an improvement in operating thresholds for a range of public and private goods and services so that services such as public transport become economically viable and sustainable.

For this to happen, it is accepted that target densities in the Integration Zones should be set at gross densities of a minimum of 40 dwelling units per hectare, based on norms, which are set out in the table below: -

TARGET DENSITIES IN INTEGRATION ZONES					
Gross Residential Density (Units per Hectare)	Private Transport	Vehicle	Localised Transportation Services	High Capacity (Mass-based) Transportation	Pedestrian Orientated Public Places
	0 – 10	?			
10 – 18	?				
18 – 40	□		□		
40 – 80	□		?	?	
80+	□		?	?	?

□ = Most compatible with Density

□ = Sometimes compatible with Density

(Table extracted from the Cape Metropolitan City Densification Study Phase 1 & 2, 2002; CMC Administration)

Proposed Integration Zones

The following are the key focus areas (Integration Zones) identified where, it is proposed, the objective of densification and the intensification of a range of land uses are to be promoted. The table provides an indication of the rationale (reason) for the identification of the Focus Area: -

PROPOSED INTEGRATION ZONES	
INTEGRATION ZONES	MOTIVATION
A. East London CBD	<p><i>Mass-Transit Node</i></p> <p><i>Fort Hare University Centre</i></p> <p><i>Student accommodation</i></p> <p><i>CBD multi-user focal area</i></p>
B. Southernwood and Belgravia	<p><i>CBD-Peripheral Area</i></p> <p><i>Area of good access to Transport routes</i></p> <p><i>Existing high density development can be extended</i></p>
C. Quigney	<p><i>CBD-Peripheral Area</i></p> <p><i>Area of good access to Transport routes</i></p> <p><i>Existing high density development can be extended</i></p>
D. Mdantsane CBD	<p><i>Mass-Transit Node</i></p> <p><i>CBD multi-user focal area</i></p>
E. West Bank / Greenfields	<p><i>Integrated Mixed Land Use Potential</i></p> <p><i>Residential/Business/Industrial</i></p> <p><i>Future Mass-Transit Node</i></p>
F. KWT CBD	<p><i>Mass-Transit Node</i></p> <p><i>CBD multi-user focal area</i></p>
G. Arnoldton	<p><i>Future Mass-Transit Node</i></p> <p><i>Mixed Land Use Potential</i></p> <p><i>Residential/Business/Office</i></p>
H. Mount Ruth Node	<p><i>Future Mass-Transit Node</i></p> <p><i>Mixed Land Use Potential</i></p> <p><i>Residential/Business/Office</i></p>
I. Bhisho Corridor	<p><i>CBD multi-user focal area</i></p> <p><i>Administrative Centre</i></p> <p><i>Mixed Land Use Potential</i></p> <p><i>Residential/Business/Office</i></p>

Densification, the Urban Edge and Erf Sizes

Simply put, the concept of Densification works together with the Urban Edge towards the achievement of a more Compact City by encouraging the intensification of residential land uses in areas within the urban edge and thereby limiting urban sprawl. Densification can be achieved by:

Allowing the development of smaller residential erven (access to these smaller erven by using 'panhandles' and Right of Way servitudes needs to be carefully considered).

Encouraging higher densities in 'low cost' housing developments, bearing in mind that this will need to be achieved in many cases as an outcome of an extended "dialogue" between the needs and expectations of a given beneficiary community and the Municipality and its representatives.

Encouraging development of flats and townhouses (cluster housing) in areas of high accessibility (especially in the Integration Zones)

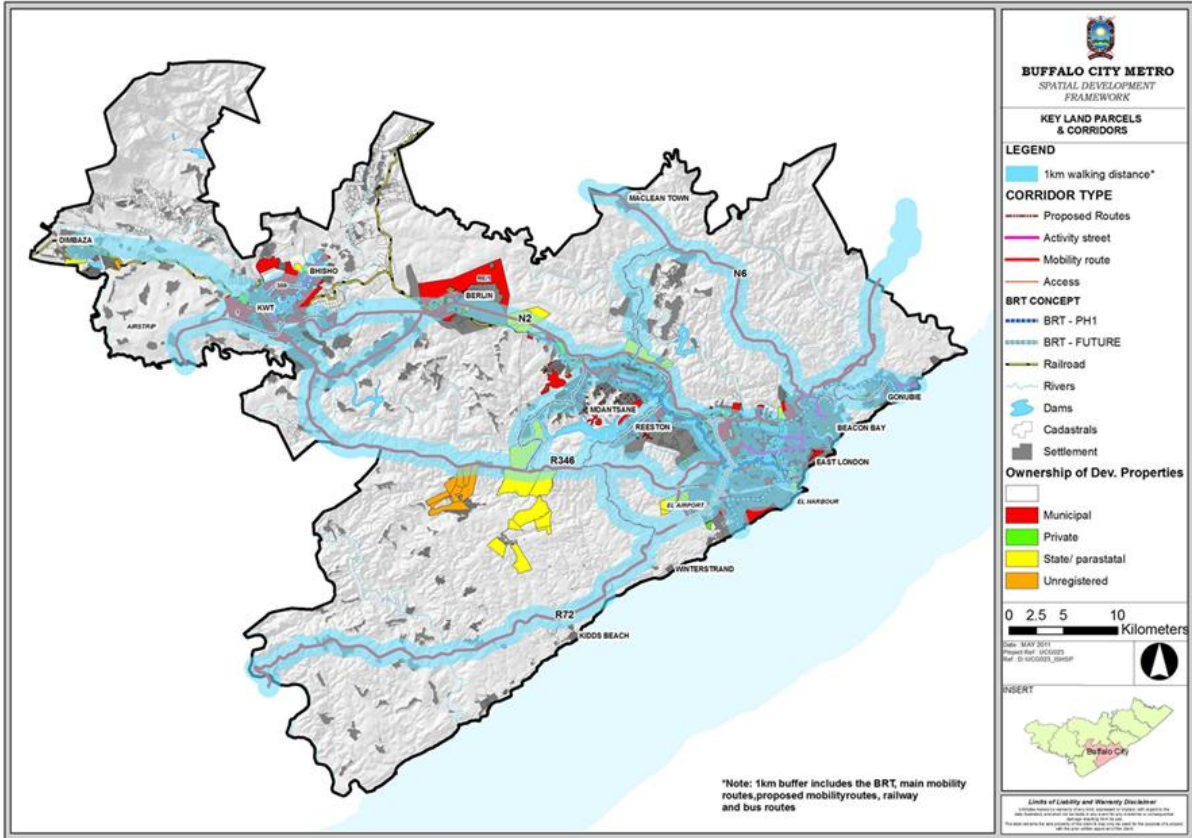
Discouraging subdivision of agricultural land (outside of the Urban Edge) by setting a minimum subdivision size of 10ha. This will encourage densification within the Urban Edge and protect valuable agricultural land.

Encouraging development of 'Social Housing' in the Integration Zones identified within the Urban Edge.

Supporting the range of generic settlement models proposed in the Amathole District Municipality in the Land Reform & Settlement Plan with respect to peri-urban and rural settlement formation.

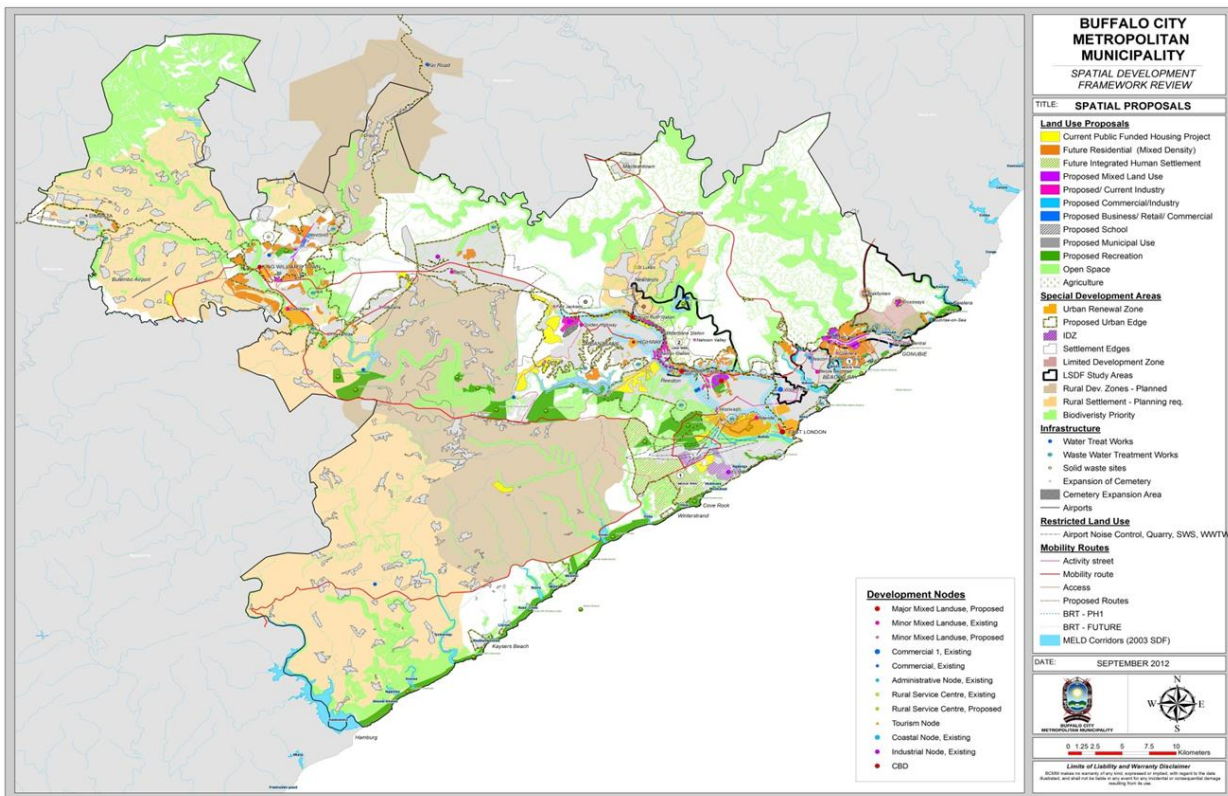
1km Densification Buffer

The following plan indicates a 1km buffer along development corridors where densification could possibly take place.



BCMM Spatial Development Plan

The following plan represents the overall Spatial Development Framework which is a summary of environmental and resource elements; development nodes and corridors; special development areas, infrastructure proposals and proposed land uses identified for Buffalo City Metropolitan Municipality.



Spatial Planning & Land Use Programmes

In order to give effect to the SDF, three spatial development programmes and related priority projects are identified. It should be noted that the Priority Projects identified within the Programmes are not prioritised for completion in the time frame under review but extend beyond that.

The three spatial development programmes are noted as: -

The Urban and Rural Forward Planning Programme;
The Settlement Planning Programme;
Land Use Management

This programme addresses the ongoing need for the BCMM to be pro-active in spatial planning matters to ensure a secure and facilitative environment within which development can occur. The need for forward planning is acknowledged in the Development Facilitation Act (Act No. 67 of 1995) as well as the White

Paper on Wise Land Use: Spatial Planning and Land Use Management and the related Land Use Management Bill (2001).

In essence, the SDF defines the notion of forward planning, in that it is the overall indicative plan applicable to a given municipal area. However, it is necessary for forward planning to be applied at different levels of detail in order to guide and inform current and future land developments and land uses at different scales. To this end BCMM has developed and is developing more detailed or Local SDF's, to apply to certain precincts within the overall municipal area, where this is deemed necessary or desirable within the overall framework.

Since the approval of the BCM SDF in 2003 the following Local Spatial Development Frameworks have been approved by Council:

- Vincent Berea LSDF
- West Bank LSDF
- Mount Ruth Nodal Framework Plan
- Quenera LSDF
- Mount Coke Dimbaza LSDF
- Urban Edge Policy Framework
- Bonza Bay LSDF
- Duncan Village LSDF
- Beach Front LSDF
- Gonubie Main Road LSDF
- Kwelera LSDF
- Mdantsane LSDF
- Bhisho/KWT LSDF

The following LSDF's have been identified as priority Urban and Rural Forward Planning projects for the next three years, to give effect to the directions established in this SDF:

The Urban and Rural Forward Planning Programme: 2013 – 2016

2013/2014		2015/2016
Completion of the Review of the BCMM SDF	Completion of the Newlands LSDF	Amalinda Main Road LSDF
Newlands LSDF	West Bank LSDF Review	Bonza Bay LSDF Review
Vincent Berea LSDF Review	Mdantsane Industrial Township Feasibility Study	
Update of the BCMM Zoning Scheme		

The Settlement Planning Programme: 2013 - 2016

This Programme focuses on the design of settlements for human habitation and includes the following: -

- Implementation, management, monitoring and evaluation of in-house and consultant project teams for a wide variety of Settlement Planning projects and interventions;
- Planning for municipal 'Greenfield' developments (i.e. the design and layout of new settlements);
- Planning for municipal 'Brownfield' developments (i.e. the re-design and subdivision and/or consolidation of existing settlements or developed areas);
- Planning for and upgrading of in-situ settlements of existing less formal and informal urban, peri-urban and rural settlements; and
- A wide range of feasibility studies that enable successful and comprehensive Settlement Planning projects.

The following Settlement Planning Programmes are scheduled to be undertaken during the next three years, in support of the overall BCMM SDF and the LSDF's prepared for the respective areas.

2013/2014	2014/2015	2015/2016
Duncan Village Township Establishment Programme	Duncan Village Township Establishment Programme	Duncan Village Township Establishment Programme
Township Establishment for East Bank Restitution, Phase 01 ; Mzamomhle Informal Settlement	Township Establishment for East Bank Restitution, Phase 01 ; Bhisho / Breidbach	Township Establishment for East Bank Restitution, Phase 02
Urban Management Plan for Informal Settlements	Informal Settlement Programme: In-situ Upgrading of High & Medium Priority Settlements	Informal Settlement Programme: In-situ Upgrading of High & Medium Priority Settlements
Land Identification Study for relocation of High Priority Informal Settlements	Township Establishment for Infill Areas located in Mdantsane	Township Establishment for Infill Areas located in Mdantsane
In-situ upgrading of 3 informal settlements	Implementation of recommendations from the Rural Settlement Development plan	

Land Use Management

Land Use Management addresses the ongoing need for the BCMM to engage in land use management within the terms of reference of the new, normative planning system promoted by National government in recent policy and legislation.

Key activities here include establishing a sound knowledge base to provide clear direction on land use and potential areas for land development and land use changes, but principally, the formulation of a new, integrated and unitary Land Use Management Scheme, which would have a binding effect on land development and land use management in the different settings of the urban and rural environments in Buffalo City.

SECTION D

IDP OBJECTIVES, STRATEGIES, KEY PERFORMANCE INDICATORS AND TARGETS 2014/2015-2016/17

Section D contains reviewed IDP Objectives, Key Performance Indicators and Targets for the annual review 2014/15. The section is structured in line with the five Local Government Key Performance Areas which are:

- KPA 1: Municipal Transformation and Organisational Development
- KPA 2: Municipal Basic Service Delivery and Infrastructure Development
- KPA 3: Local Economic Development
- KPA 4: Municipal Financial Viability and Management
- KPA 5: Good Governance and Public Participation

Key Strategic Focus Areas for the BCMM include the following:

Strategic Focus Area	No.
Institutional Restructuring and Stabilisation	SFA 1
Improving Intergovernmental Relations	SFA 2
Building Citizen Confidence	SFA 3
Bridging the Digital Divide	SFA 4
Improving performance, compliance, processes and systems	SFA 5
Build Sustainable Communities	SFA 6
Job Creation	SFA 7
Improving Governance	SFA 8
Financial Viability	SFA 9

This section further aligns the KPAs with the Buffalo City's six Strategic Objectives, BCMM's nine strategic focus areas and the 12 Outcomes of Local Government.

BUFFALO CITY METROPOLITAN MUNICIPALITY

2014-2017 DRAFT CAPITAL BUDGET

Directorate	Cost Centre No.	Ward No.	Project Name	Funding Source	2014/2015 Draft Capital Budget	2015/2016 Draft Capital Budget	2016/2017 Draft Capital Budget
EXECUTIVE SUPPORT SERVICES							
Executive Support Services	105005	All Wards	Office Furniture and Equipment (Directorate)	Own Funds	500 000	500 000	500 000
			TOTAL: EXECUTIVE SUPPORT SERVICES		500 000	500 000	500 000
MUNICIPAL MANAGER'S OFFICE							
Municipal Manager's Office	205005	All Wards	Neighbourhood Development Partnership	NDPG	5 000 000	16 878 000	17 744 000
Municipal Manager's Office	205005	All Wards	Office Furniture and Equipment (Directorate)	Own Funds	500 000	500 000	500 000
Municipal Manager's Office	205005	All Wards	Furniture and Equipment - Project Management Office	USDG	1 500 000	1 500 000	1 500 000
			TOTAL: MUNICIPAL MANAGERS 'OFFICE		7 000 000	18 878 000	19 744 000
HUMAN SETTLEMENTS							
Human Settlements	250005	All Wards	Office Furniture and Equipment (Directorate)	Own Funds	500 000	500 000	500 000
Human Settlements	255005	ALL	Beneficiary Administration (Procure GPS Devices)	Own Funds	100 000	150 000	0
Human Settlements	250005	1,10	Reeston MPCC - DVRI	HSDG-(MPCC)	10 068 500	13 068 500	0
Human Settlements	255005	13	Reeston Phase 3: Stage 2	HSDG	7 000 000	15 000 000	20 000 000
Human Settlements	255005	13	Reeston Phase 3 Stage 3	HSDG	7 000 000	15 000 000	12 000 000
					24 068 500	43 068 500	32 000 000
Human Settlements	255005	13	Reeston Phase 3 Stage 2	USDG	2 970 400	5 000 000	10 000 000
Human Settlements	255005	13	Reeston Phase 3 Stage 3	USDG	2 000 000	5 000 000	10 000 000
					4 970 400	10 000 000	20 000 000
Human Settlements	255005	24	Potsdam Ikhwezi Block 1	USDG	500 000	5 900 000	13 000 000
Human Settlements	255005	24	Potsdam Ikhwezi Block 2	USDG	500 000	200 000	200 000
Human Settlements	255005	24	Potsdam North Kanana	USDG	500 000	200 000	200 000
					1 500 000	6 300 000	13 400 000
Human Settlements	255005	36	Dimbaza Destitute 27 Units	USDG	200 000	0	
Human Settlements	255005	45	Ilitha North 177 Units	USDG	1 500 000	4 000 000	6 800 000
Human Settlements	255005	1,2,10	DVRI Pilot Project (Mekeni, Haven Hills, Competition Site)	USDG	775 000	0	
Human Settlements	255005	1,2	Duncan Village Proper	HSDG	700 000	1 300 000	3 300 000
Human Settlements	255005	2	C Section and Triangular Site	HSDG	700 000	1 300 000	2 000 000
Human Settlements	255005	2	D Hostel	HSDG	700 000	1 300 000	2 000 000
					2 875 000	3 900 000	7 300 000
Human Settlements	255005	23	Mdantsane Zone 18 CC Phase 2	USDG	10 000 000	8 500 000	18 500 000
					10 000 000	8 500 000	18 500 000
Human Settlements	255005	6	Block Yard TRA	USDG	1 000 000	0	0
Human Settlements	255005	19	Second Creek (Turn Key)	USDG	100 000	0	0

Directorate	Cost Centre No.	Ward No.	Project Name	Funding Source	2014/2015 Draft Capital Budget	2015/2016 Draft Capital Budget	2016/2017 Draft Capital Budget
Human Settlements	255005	16	Amalinda Co- Op	USDG	2 200 000	4 800 000	100 000
Human Settlements	255005	16	Amalinda Fairlands	USDG	300 000	300 000	500 000
					2 500 000	5 100 000	600 000
Human Settlements	255005	17,12	Cluster 1 (Masibambane; Masibulele; Velwano; Ilinge and Dacawa)	USDG	15 000 000	19 000 000	76 000 000
Human Settlements	255005	11,20,21,48,50	Cluster 2 (Chris Hani 3; Winnie Mandela; Deluxolo Village; Sisulu Village; Francis Mei; Mahlangu Village, Mathemba Vuso, Gwentshe)	USDG	10 000 000	10 000 000	36 464 685
Human Settlements	255005	10	Cluster 3 (Fynbos Informal 1, Fynbos Informal 2, Ndancama) P1 &	USDG	7 775 000	25 350 000	20 100 000
Human Settlements	255005	9	Braelyn ext 10	HSDG	2 000 000	10 000 000	20 000 000
Human Settlements	255005	31	Sunny South	USDG	2 000 000	100 000	0
Human Settlements	255005	43	Tyutyu Phase 3	USDG	0	0	100 000
Human Settlements	255005	46	Westbank Restitution	USDG	3 547 208	16 000 000	15 000 000
Human Settlements	255005	ALL	Housing Needs Database and Accreditation (Capacity Enhancement)	HSDG	500 000	1 000 000	
			TOTAL : HUMAN SETTLEMENTS		90 136 108	162 968 500	266 764 685
DIRECTORATE OF FINANCIAL SERVICES							
Financial Services	305005	All Wards	Office Furniture and Equipment (Directorate)	Own Funds	500 000	500 000	500 000
Financial Services	330010	All Wards	Partitioning of Offices for SCM	Own Funds	350 000	0	0
Financial Services	320005	All Wards	Asset Replacements - Insurance	Own Funds	10 000 000	10 000 000	10 000 000
Financial Services	330020	All Wards	CCTV Cameras for BCMM Cash Offices	Own Funds	1 500 000	1 500 000	
			TOTAL : FINANCIAL SERVICES		12 350 000	12 000 000	10 500 000
DIRECTORATE OF CORPORATE SERVICES							
Corporate services	405005	All Wards	Office Furniture and Equipment (Directorate)	Own Funds	500 000	500 000	500 000
Corporate services	415025	All Wards	Procurement of Pre-Payment Vending Machines	Own Funds	500 000	0	0
Corporate services	415025	All Wards	IT Systems Intergration - (Process Implementation)	Own Funds	1 000 000	12 000 000	12 000 000
Corporate services	415025	All Wards	Security Software	Own Funds	2 400 000	0	0
Corporate services	415025	All Wards	IT Infrastructure Network Upgrade	Own Funds	2 000 000	4 000 000	4 000 000
Corporate services	415025	All Wards	Computer Equipment - BCMM	Own Funds	2 000 000	0	0
Corporate services	415025	All Wards	IT Infrastructure Servers	Own Funds	500 000	2 000 000	2 000 000
Corporate services	420005	All Wards	Office Furniture and Equipment and Computers	ISDG	100 000	100 000	0
Corporate services	420005	All Wards	Electronic Attendance Control System	Own Funds	2 000 000	1 500 000	1 000 000
Corporate services	420010	All Wards	Extensions to Employee Wellness Centre	Own Funds	2 500 000	0	0
Corporate services	415025	All Wards	ICT Networks and Communications for Call Centre	Own Funds	800 000	500 000	200 000
Corporate services	415025	All Wards	IT Hardware for Call Centre	Own Funds	800 000	1 500 000	500 000
			TOTAL : CORPORATE SERVICES		15 100 000	22 100 000	20 200 000

Directorate	Cost Centre No.	Ward No.	Project Name	Funding Source	2014/2015 Draft Capital Budget	2015/2016 Draft Capital Budget	2016/2017 Draft Capital Budget
DIRECTORATE OF ENGINEERING SERVICES							
Engineering Services	505005	All Wards	Office Furniture and Equipment (Directorate)	Own Funds	500 000	500 000	500 000
Engineering Services	515010		Bulk Sanitation Provision - Programme	USDG	0	62 000 000	0
Engineering Services	515010	25,35,37,41,44	Waste Water Infrastructure Capacity (KWT Regional Scheme)	USDG	54 507 892	45 000 000	
Engineering Services	515010	13	Reeston Phase 3 Bulk Services Sewer	USDG	50 000 000	40 000 000	40 000 000
Engineering Services	515010	16,18	Mdantsane Infrastructure - Refurbishment / Augmentation	USDG	20 000 000	5 000 000	9 000 000
Engineering Services	515010	5,10,16	Diversion of Amalinda and Wilsonia effluent to Reeston	USDG	2 000 000	25 000 000	35 000 000
Engineering Services	515010	1,2,3,6,9,10,18,19,47	Eastern Beach Sewers	USDG	1 000 000	10 000 000	10 000 000
Engineering Services	515010	All Wards	Sludge Handling & Chlorination Facilities	USDG	1 000 000	3 000 000	3 000 000
Engineering Services	515010	1,2,6,7,9,10,16,28,29	Ablution Blocks	USDG	3 000 000		
Engineering Services	515010	45	Berlin Sewers	USDG	5 000 000		
Engineering Services	515010	17,35,36,,38,39,40,49,23,24,33,26	Sanitation Backlog Eradication (Coastal/ Midlands/ Inland)	USDG	40 000 000		
Engineering Services	515010	13,28,5,10,16,27,31,32,33,1,2,3,6,10,18,19,47	Bulk Sanitation Provision - Replacing Existing Infrastructure	Own Funds	40 000 000	40 000 000	40 000 000
Engineering Services	520005	34,37,38,39,40,41,43,44,49,35,11,12,13,14,42,48,50,17,20,23,1-25 & 28,29,30,31, & 33,27,31,33,36,1,2,7,14,17,20,21,22,23,30,2,8,25,34,44,41	Bulk Water Provision - Programme	USDG	52 500 000	51 000 000	51 000 000
Engineering Services	520005	34,37,38,39,40,41,43,44,49,35,11,12,13,14,42,48,50,17,20,23,1-25 & 28,29,30,31, & 33,27,31,33,36,1,2,7,14,17,20,21,22,23,30,2,8,25,34,44,41	Bulk Water Provision Replacing of Existing Infrastructure	Own Funds	40 000 000	40 000 000	40 000 000
Engineering Services	520005	34,37,38,39,40,41,43,44,49,35,11,12,13,14,42,48,50,17,20,23,1-25 & 28,29,30,31, & 33,27,31,33,36,1,2,7,14,17,20,21,22,23,30,2,8,25,34,44,41	West Bank Restitution - Water	USDG	5 000 000	0	0
Engineering Services	525025	21,22,23,46,47,28	Urban Roads - Programme	USDG	110 000 000	90 000 000	80 000 000
Engineering Services	525025	11, 12, 14, 17, 20, 20, 21, 22, 23, 30, 42,48 50	Upgrading of Mdantsane Roads	USDG	53 000 000	60 000 000	60 000 000
Engineering Services	525025	46	Rehabilitation of BCMM Bridges	USDG	8 000 000	5 000 000	10 000 000
Engineering Services	525025	24,26,31, 33, 35,36, 37, 38, 39, 40, 41, 49, 44, 43, 45,	Procurement of Graders for Rural Roads	USDG	10 000 000	30 000 000	30 000 000

Directorate	Cost Centre No.	Ward No.	Project Name	Funding Source	2014/2015 Draft Capital Budget	2015/2016 Draft Capital Budget	2016/2017 Draft Capital Budget
Engineering Services	525025	24,26,31, 33, 35,36, 37, 38, 39, 40, 41, 49, 44, 43, 45,	Rehabilitation of Rural Roads	USDG	15 000 000	0	0
Engineering Services	525025	21,22,23,46,47,28	Quinera Arterial Road	USDG	2 000 000	0	0
Engineering Services	530020	All Wards	BCMM Fleet, Plant and Specialised Equipment and Specialised Solid Waste Vehicles	Own Funds	18 300 000	18 000 000	18 000 000
Engineering Services	535025	16, 18,29,35	Bulk Electricity Infrastructure Upgrade(Ring-Fenced 4% of the Total Electricity Revenue)	Own Funds	40 000 000	50 000 000	60 000 000
Engineering Services	535025	16, 18,29,35	Bulk Electricity Infrastructure Upgrade - Replacing Existing Infrastructure	Own Funds	40 000 000	40 000 000	40 000 000
Engineering Services	535025	1,3,19,	INEP Electrification Programme	DoE(Intergrated National Electrification Programme)	27 000 000	27 000 000	12 000 000
Engineering Services	535025	1,2, 7, 8, 9,10	INEP Electrification Programme - Counterfunding	USDG	5 000 000	5 000 000	5 000 000
Engineering Services	535025	2,7,8,9,11,12	Electrification of Informal Dwelling Areas within BCMM	USDG	10 000 000	15 000 000	20 000 000
Engineering Services	535025	10,15,29,28,36,46	Street Lighting and Highmasts within BCMM Areas of Supply - Informal Settlements	USDG	3 500 000	3 500 000	3 500 000
Engineering Services	535025	10,15,29,28,36,46	Replacement and Refurbishment of Bulk ELECT Infrastructure	USDG	9 199 000	2 000 000	8 000 000
Engineering Services	520005	34,37,38,39,40,41,43,44, 49,35,11,12,13,14,42,48, 50,17,20,23,1-25 & 28,29,30,31, & 33,27,31,33,36,1,2,7,14,1 7,20,21,22,23,30,2,8,25,3 4,44,41	Upgrade Water Supply in Rural Areas	LGTH	188 726		
			TOTAL : ENGINEERING SERVICES		665 695 618	667 000 000	575 000 000
					0		
DIRECTORATE OF DEVELOPMENT PLANNING							
Directorate of Development Planning	605005	All Wards	Office Furniture and Equipment (Directorate)	Own Funds	500 000	500 000	500 000
Directorate of Development	615075	All Wards	Upgrade KWT Payments Hall	USDG	5 000 000	0	0
Directorate of Development	615080	All Wards	Land Acquisition	USDG	5 500 000	0	0
Directorate of Development	620005	All Wards	Integrated Transport Plan Implementation Programme	USDG	24 000 000	30 000 000	59 500 000
Directorate of Development Planning	615095	All Wards	Rehabilitation of Midland Existing Municipal Buildings and Old Mutual Building (Finance)	Own Funds	2 471 000	10 000 000	5 000 000
Directorate of Development Planning	615095	All Wards	Building Refurbishments and Upgrading of Lifts for BCMM Buildings	Own Funds	1 424 288	820 661	7 755 051
Directorate of Development Planning	615095	All Wards	SCM Inventory Warehousing and Fencing	Own Funds	6 000 000	900 000	900 000
			TOTAL : DEVELOPMENT PLANNING		44 895 288	42 220 661	73 655 051
DIRECTORATE OF ECONOMIC DEVELOPMENT							
Directorate of Economic Development	635005	1 to 50	Enabling Infrastructure Programme - LED	USDG	10 000 000	10 000 000	10 000 000
			TOTAL : ECONOMIC DEVELOPMENT		10 000 000	10 000 000	10 000 000

Directorate	Cost Centre No.	Ward No.	Project Name	Funding Source	2014/2015 Draft Capital Budget	2015/2016 Draft Capital Budget	2016/2017 Draft Capital Budget
DIRECTORATE OF HEALTH AND PUBLIC SAFETY							
Health and Public Safety	705005	1 to 50	Office Furniture and Equipment (Directorate)	Own Funds	500 000	500 000	500 000
Health and Public Safety	725015	47	Closed Circuit Television Network - CCTV	Own Funds	2 000 000	2 000 000	4 000 000
Health and Public Safety	725015	1 to 50	Fire Arms - Traffic and Law Enforcement	Own Funds	100 000	0	200 000
Health and Public Safety	725025	35	KWT Traffic Building	USDG	3 000 000	6 000 000	6 000 000
Health and Public Safety	725025	20	Mdantsane Testing Station - Equipment	Own Funds	200 000	0	0
Health and Public Safety	710030	1 to 50	Air Monitoring Staion	Own Funds	0	0	1 800 000
Health and Public Safety	725055	1 to 50	Tactic Radio Network	Own Funds	0	0	800 000
Health and Public Safety	725055	1 to 50	Early Warning Systems	Own Funds	0	0	500 000
Health and Public Safety	725025	1 to 50	Road Closure and Events Equipment	Own Funds	0	0	200 000
Health and Public Safety	725025	1 to 50	Traffic Enforcement Equipment	Own Funds	0	0	1 000 000
Health and Public Safety	725010	1 to 50	Fire Equipment	Own Funds	0	0	2 000 000
Health and Public Safety	725025	27	Vehicle Pound	Own Funds	0	0	200 000
Health and Public Safety	725035	27,1,41	Vehicle Test Station Equipment	Own Funds	0	0	2 000 000
Health and Public Safety	725035	27,1,41	Upgrade Vehicle Test Station	Own Funds	0	0	2 000 000
Health and Public Safety	725010	1 to 50	Fire Engine	Own Funds	4 000 000	4 000 000	4 000 000
			TOTAL : HEALTH AND PUBLIC SAFETY		9 800 000	12 500 000	25 200 000
DIRECTORATE OF COMMUNITY SERVICES							
Community Services	755005	All Wards	Office Furniture and Equipment (Directorate)	Own Funds	500 000	500 000	500 000
Community Services	755010	13, 21,23	Development of Community Parks(Inland, Midlands and Coastal)	USDG	2 000 000	0	0
Community Services	755025	All Wards	Development and Upgrading of Cemeteries(Inland, Midland and Coastal)	USDG	10 000 000	8 000 000	8 000 000
Community Services	760025		Construction of Nompumelelo Halls	USDG	7 000 000	0	0
Community Services	760025	42,39,13,33,5	Development and Upgrading of Community Halls - War Memorial Hall Upgrade of Parking Area, O.R.Tambo Hall Upgrade of Parking Area, Egoli Community Hall(New Hall), Needs Camp Community Hall Upgrade, Orient Theatre Upgrade, Continuation of KWT Town Hall and NU 5 Hall Mdantsane	USDG	3 000 000	9 000 000	9 000 000
Community Services	765010	20, 46	Redevelopment of Mdantsane NU 2 Swimming Pool and	USDG	15 000 000	5 000 000	5 000 000
Community Services	765010	42,33,47,36,41,43,37,43,	Upgrading of Dimbaza and Zwelitsha Stadium	USDG	2 250 000	4 750 000	4 750 000
Community Services	765010	42,33,47,36,41,43,37,43, 19,3	Upgrading of Floodlights at Victoria Grounds, Bhisho Stadium, Ginsberg stadium, Sisa Dukashe Stadium, Alfred Schoeman Stadium, North End Stadium, Jan Smuts Stadium, Amalinda Stadium, and Gompo Stadium	USDG	3 000 000	0	0
Community Services	765030		Upgrading of Beaches Facilities	Own Funds	1 000 000	1 500 000	0
Community Services	765025		Upgrading of Zoo Facilities	Own Funds	1 000 000	1 500 000	0
Community Services	765010		Upgrading of Phakamisa and Mount Coke sports fields	USDG	1 000 000	1 500 000	0
Community Services	765020	soon as land is	Relocation of Aquarium	USDG	1 000 000	5 000 000	10 000 000
Community Services	765010		Sports equipment and structures	Own Funds	1 500 000	0	0
Community Services	765015		Refurbishment of Swimming Pools	Own Funds	2 000 000	2 500 000	0
Community Services	770030	Will provide ward no, as	Construction of Transfer Stations - 3 x Sites	USDG	5 000 000	5 000 000	5 000 000
Community Services	770030	37	KWT Tanery Site	USDG	1 000 000	1 000 000	1 000 000
Community Services	770030	24	Construction and Rehabilitation of Waste Cells	USDG	20 000 000	20 710 100	14 412 415
Community Services	770030	18,27,28,29,46	17800 X240 Litre Wheelie Bins	Own Funds	10 000 000	10 000 000	10 000 000
Community Services	765025		FEL Zoo - Aquarium	Own Funds	238 502		
Community Services	765010	42,33,47,36,41,43,37,43,	Equipment for Jan Smuts Stadium	Own Funds	41 907		
			TOTAL : COMMUNITY SERVICES		86 530 409	75 960 100	67 662 415
			TOTAL : CAPITAL PROJECTS - ALL DIRECTORATES		942 007 423	1 024 127 261	1 069 226 151

2014/2015 - 2016/2017 CAPITAL BUDGET PER FUNDING SOURCE

Funding	<u>2014/2015</u> <u>Draft Capital</u> <u>Budget</u>	<u>2015/2016</u> <u>Draft Capital</u> <u>Budget</u>	<u>2016/2017</u> <u>Draft Capital</u> <u>Budget</u>
Own Funds	241 225 697	258 870 661	274 555 051
Total Own Funding	241 225 697	258 870 661	274 555 051
DoE(Intergrated National Electrification Programme)	27 000 000	27 000 000	12 000 000
Local Government, Traditional Affairs and Housing	188 726	0	0
Infrastructure Skills Development Grant	100 000	100 000	0
Neighbourhood Development Partnership Grant	5 000 000	16 878 000	17 744 000
Urban Settlement Development Grant	639 824 500	663 310 100	705 627 100
Human Settlement Development Grant	18 600 000	44 900 000	59 300 000
Human Settlement Development Grant-MPCC	10 068 500	13 068 500	0
Total Grants	700 781 726	765 256 600	794 671 100
TOTAL PER FUNDING	942 007 423	1 024 127 261	1 069 226 151

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2014/2015 - 2016/2017 CAPITAL BUDGET PER DIRECTORATE

Directorate	<u>2014/2015</u> Capital Budget	<u>2015/2016</u> Capital Budget	<u>2016/2017</u> Capital Budget
1. Executive Support Services	500 000	500 000	500 000
2. Municipal Manager's Office	7 000 000	18 878 000	19 744 000
3. Human Settlements	90 136 108	162 968 500	266 764 685
4. Directorate of Financial Services	12 350 000	12 000 000	10 500 000
5. Directorate of Corporate Services	15 100 000	22 100 000	20 200 000
6. Directorate of Engineering Services	665 695 618	667 000 000	575 000 000
7. Directorate of Development Planning	44 895 288	42 220 661	73 655 051
8. Directorate of Economic Development	10 000 000	10 000 000	10 000 000
9. Directorate of Health & Public Safety	9 800 000	12 500 000	25 200 000
10 .Directorate of Community Services	86 530 409	75 960 100	67 662 415
TOTAL DIRECTORATES	942 007 423	1 024 127 261	1 069 226 151
GRAND - TOTAL	942 007 423	1 024 127 261	1 069 226 151

2014/2015 - 2016/2017 CAPITAL BUDGET PER SERVICE

Services	<u>2014/2015</u> Draft Capital Budget	<u>2015/2016</u> Draft Capital Budget	<u>2016/2017</u> Draft Capital Budget
Water	97 688 726	91 000 000	91 000 000
Waste Water	216 507 892	230 000 000	137 000 000
Electricity	134 699 000	142 500 000	148 500 000
Roads and Stormwater	188 000 000	155 000 000	150 000 000
Housing	89 636 108	162 468 500	266 264 685
Transport Planning	54 895 288	52 220 661	83 655 051
Waste Management / Refuse	36 000 000	36 710 100	30 412 415
Amenities	40 030 409	30 750 000	28 750 000
Environmental Services	10 000 000	8 000 000	8 000 000
Public Safety	9 800 000	12 500 000	25 200 000
Support Services	36 450 000	54 978 000	52 444 000
Other - BCM Fleet	28 300 000	48 000 000	48 000 000
	942 007 423	1 024 127 261	1 069 226 151

KEY OBJECTIVES	<u>2014/2015</u> Capital Budget	<u>2015/2016</u> Capital Budget	<u>2016/2017</u> Capital Budget
1.Municipal Transformation and Organisational Development	15 100 000	22 100 000	20 200 000
2.Service Delivery and Basic Infrastructure	903 557 423	979 027 261	1 027 526 151
3.Local Economic Development	10 000 000	10 000 000	10 000 000
4.Municipal Financial Viability and Management	12 350 000	12 000 000	10 500 000
5.Good Governance and public Participation	1 000 000	1 000 000	1 000 000
TOTAL	942 007 423	1 024 127 261	1 069 226 151

BUFFALO CITY METROPOLITAN MUNICIPALITY

2014-2017 DRAFT CAPITAL BUDGET

Directorate	Cost Centre No.	Project Name	Funding Source	2014/2015 Draft Capital Budget	2015/2016 Draft Capital Budget	2016/2017 Draft Capital Budget
<u>CHIEF OPERATIONS OFFICER</u>		<u>CHIEF OPERATIONS OFFICE</u>				
Chief Operations Officer	250005	Office Furniture and Equipment (Directorate)	Own Funds	500 000	500 000	500 000
Chief Operations Officer	255005	Beneficiary Administration (Procure GPS Devices)	Own Funds	100 000	150 000	0
Chief Operations Officer	255005	Beneficiary Registration DVRI Projects (Reeston, Cambridge, DVRI Pilot, Braelyn ext 10, C Section and Triangular Site, D Hostel)	HSDG - Opex	500 000	100 000	0
Chief Operations Officer	255005	Beneficiary Registration (Potsdam Unit V, Cluster 3, Orange Groove, Mdantsane Zone CC, Cluster 1, Cluster 2, Peelton Cluster, Hanover, Skobeni, Sunny South, Ilitha North, Dimbaza 110, Dimbaza Phase 3,Potsdam Village; North Kanana, Ikhwezi Block 1 & 2, Amalinda Co-op, Eradication of Wooden Houses to Formal Houses	HSDG - Opex	1 350 000	1 000 000	1 000 000
				1 950 000	1 250 000	1 000 000
Chief Operations Officer	250005	Reeston MPCC - DVRI	HSDG-Special Fund	10 068 500	13 068 500	0
Chief Operations Officer	255005	Reeston Phase 3: Stage 2 - P1 & P3	HSDG	7 000 000	9 000 000	55 265 000
Chief Operations Officer	255005	Reeston Phase 3: Stage 2 - P5	HSDG	30 000 000	30 000 000	100 000 000
				47 068 500	52 068 500	155 265 000
Chief Operations Officer	255005	Reeston Phase 3 Stage 3 - P1 & P3	HSDG	8 722 000	19 134 500	36 795 436
Chief Operations Officer	255005	Reeston Phase 3 Stage 3 P5	HSDG	14 965 387	59 804 569	30 000 000
				23 687 387	78 939 069	66 795 436
Chief Operations Officer	255005	Reeston Phase 3 Stage 2 -P1 & P3	USDG	6 815 400	100 000	100 000
Chief Operations Officer	255005	Reeston Phase 3 Stage 3 - P1 & P3	USDG	0	10 000 000	62 923 952
				6 815 400	10 100 000	63 023 952

BUFFALO CITY METROPOLITAN MUNICIPALITY

2014-2017 DRAFT CAPITAL BUDGET

Directorate	Cost Centre No.	Project Name	Funding Source	2014/2015 Draft Capital Budget	2015/2016 Draft Capital Budget	2016/2017 Draft Capital Budget
Chief Operations Officer	255005	Potsdam Village Phase 1 & 2 - P5	HSDG - Opex	50 000	200 000	36 000 000
Chief Operations Officer	255005	Potsdam Ikhwezi Block 1 - P1 & P3	USDG	500 000	1 600 000	1 600 000
Chief Operations Officer	255005	Potsdam Ikhwezi Block 2 - P1 & P3	USDG	500 000	2 000 000	2 000 000
Chief Operations Officer	255005	Potsdam Village- P1 & P3	USDG	500 000	2 000 000	2 000 000
Chief Operations Officer	255005	Potsdam North Kanana - P1	USDG	500 000	2 300 000	2 300 000
Chief Operations Officer	255005	Potsdam Ikhwezi Block 1 - P5	HSDG - Opex	500 000	500 000	10 000 000
Chief Operations Officer	255005	Potsdam Ikhwezi Block 2- P5	HSDG - Opex	500 000	500 000	10 000 000
Chief Operations Officer	255005	Potsdam North Kanana - P5	HSDG - Opex	500 000	500 000	10 000 000
				3 550 000	9 600 000	73 900 000
Chief Operations Officer	255005	Dimbaza Destitute 27 Units - P1 & P3	USDG	200 000	0	
Chief Operations Officer	255005	Dimbaza 110 -P 5 (Top Structure)	HSDG - Opex	7 100 000	0	0
Chief Operations Officer	255005	Dimbaza Destitute 27 Units - P5	HSDG - Opex	500 000	500 000	0
				7 800 000	500 000	0
Chief Operations Officer	255005	Disaster Project	USDG	1 000 000	200 000	200 000
Chief Operations Officer	255005	Ilitha North 177 Units	USDG	1 500 000	1 000 000	1 000 000
Chief Operations Officer	255005	Ilitha North - 177 Units P5	HSDG - Opex	0	500 000	0
Chief Operations Officer	255005	Ilitha Eradication of Wooden Houses to Formal Houses	HSDG - Opex	18 180 294	6 000 000	0
				19 680 294	7 500 000	1 000 000
Chief Operations Officer	255005	DVRI Planning Budget (FROM 8.7MIL)	Dept of LGTH - Opex	5 000 000	0	0
Chief Operations Officer	255005	DVRI Pilot Project (Mekeni, Haven Hills, Competition Site) P1 & P3	USDG	775 000	0	0
Chief Operations Officer	255005	DVRI Pilot Project (Mekeni, Haven Hills, Competition Site) P5	HSDG - Opex	5 000 000	0	0
Chief Operations Officer	255005	Duncan Village Proper	HSDG	700 000	3 300 000	10 000 000
Chief Operations Officer	255005	C Section and Triangular Site - P1 & P3	HSDG	2 000 000	2 000 000	10 000 000
Chief Operations Officer	255005	D Hostel - P1 & P3	HSDG	2 000 000	2 000 000	10 000 000
Chief Operations Officer	255005	C Section and Triangular Site - P5	HSDG - Opex	0	300 000	30 000 000
Chief Operations Officer	255005	D Hostel - P5	HSDG - Opex	0	300 000	30 000 000
				15 475 000	7 900 000	90 000 000
Chief Operations Officer	255005	Mdantsane Zone 18CC - P5	HSDG - Opex	3 109 500	2 551 000	65 000 000
Chief Operations Officer	255005	Mdantsane Zone 18 CC Phase 2 - P1 & P3	USDG	10 000 000	13 500 000	13 500 000
Chief Operations Officer	255005	Mdantsane Zone CC Phase 2 P1 & P3	HSDG	0	8 500 000	0
				13 109 500	24 551 000	78 500 000

BUFFALO CITY METROPOLITAN MUNICIPALITY

2014-2017 DRAFT CAPITAL BUDGET

Directorate	Cost Centre No.	Project Name	Funding Source	2014/2015 Draft Capital Budget	2015/2016 Draft Capital Budget	2016/2017 Draft Capital Budget
Chief Operations Officer	255005	Block Yard TRA - P1 & P3	USDG	100 000	0	0
Chief Operations Officer	255005	Second Creek (Turn Key) - P1 & P3	USDG	100 000	0	0
Chief Operations Officer	255005	Second Creek - P5	HSDG - Opex	1 000 000	0	0
				1 100 000	0	0
Chief Operations Officer	255005	Amalinda Co- Op	USDG	1 100 000	1 000 000	1 000 000
Chief Operations Officer	255005	Amalinda Fairlands Pi & P2	USDG	1 250 000	1 300 000	1 300 000
Chief Operations Officer	255005	Amalinda Co - Op P5	HSDG - Opex	0	500 000	0
Chief Operations Officer	255005	Amalinda Fairlands P5	HSDG - Opex	500 000	4 000 000	6 000 000
				2 850 000	6 800 000	8 300 000
Chief Operations Officer	255005	Cluster 1 (Masibambane; Masibulele; Velwano; Ilinge and Dacawa)	USDG	12 452 208	34 000 000	94 440 733
Chief Operations Officer	255005	Cluster 1 (Masibambane; Masibulele; Velwano; Ilinge and Dacawa)	HSDG	0	6 000 000	0
Chief Operations Officer	255005	Cluster 1 (Masibambane; Masibulele; Velwano; Ilinge and Dacawa) P5	HSDG	1 250 000	100 190 955	33 000 000
				13 702 208	140 190 955	127 440 733
Chief Operations Officer	255005	Cluster 2 (Chris Hani 3; Winnie Mandela; Deluxolo Village; Sisulu Village; Francis Mei; Mahlangu Village, Mathemba Vuso, Gwentshe)	HSDG	6 500 000	10 000 000	0
Chief Operations Officer	255005	Cluster 2 (Chris Hani 3; Winnie Mandela; Deluxolo Village; Sisulu Village; Francis Mei; Mahlangu Village, Mathemba Vuso, Gwentshe)	USDG	5 000 000	10 000 000	10 000 000
Chief Operations Officer	255005	Cluster 2 (Chris Hani 3; Winnie Mandela; Deluxolo Village; Sisulu Village; Francis Mei; Mahlangu Village, Mathemba Vuso, Gwentshe)	USDG c/o	0	0	0
Chief Operations Officer	255005	Cluster 2 (Chris Hani 3; Winnie Mandela; Deluxolo Village; Sisulu Village; Francis Mei; Mahlangu Village, Mathemba Vuso, Gwentshe)	HSDG - Opex	6 000 000	7 000 000	33 000 000
				17 500 000	27 000 000	43 000 000
Chief Operations Officer	255005	Cluster 3 (Fynbos Informal 1, Fynbos Informal 2, Ndancama) P1 &	USDG	7 275 000	29 650 000	19 900 000
Chief Operations Officer	255005	Cluster 3 (Fynbos Informal 1, Fynbos Informal 2, Ndancama) P1 &	USDG c/o			
Chief Operations Officer	255005	Cluster 3 (Fynbos 1; Fynbos 2; Ndancama,) P5	HSDG - Opex	300 000	100 861 424	26 000 000

BUFFALO CITY METROPOLITAN MUNICIPALITY

2014-2017 DRAFT CAPITAL BUDGET

Directorate	Cost Centre No.	Project Name	Funding Source	2014/2015 Draft Capital Budget	2015/2016 Draft Capital Budget	2016/2017 Draft Capital Budget
				7 575 000	130 511 424	45 900 000
Chief Operations Officer	255005	Sunny South - P1 & P3	USDG	8 000 000	0	0
Chief Operations Officer	255005	Sunny South -P5	HSDG - Opex	11 000 000	10 500 000	0
				19 000 000	10 500 000	0
Chief Operations Officer	255005	Braelyn ext 10 - P1 & P3	HSDG	2 000 000	2 000 000	69 000 000
Chief Operations Officer	255005	Braelyn Ext 10 North - P5	HSDG - Opex	5 000 000	30 000 000	57 000 000
				7 000 000	32 000 000	126 000 000
Chief Operations Officer	255005	Tyutyu Phase 3 P1 & P3 Units	USDG	500 000	200 000	200 000
Chief Operations Officer	255005	Tyutyu Phase 2 - P 5 (Top Structure)	HSDG - Opex	1 000 000	0	0
				1 500 000	200 000	200 000
Chief Operations Officer	255005	Westbank Restitution - P1 & P3	USDG	5 000 000	500 000	500 000
Chief Operations Officer	255005	Housing Needs Database and Accreditation (Capacity	HSDG	500 000	1 000 000	
Chief Operations Officer	255005	Housing Needs Database and Accreditation	HSDG - Opex	10 327 914	10 818 705	0
				10 827 914	11 818 705	0
Chief Operations Officer	255005	Reconstruction of Storm Damaged Houses		23 000 000	100 000	0
Chief Operations Officer	255005	Peelton Cluster (Majali, Mdange, Kwatrain, Nkqonqweni, Drayini &		1 000 000	1 000 000	5 000 000
Chief Operations Officer	255005	Hanover - P5		1 000 000	1 000 000	5 000 000
Chief Operations Officer	255005	Skobeni - P5		1 000 000	1 000 000	5 000 000
Chief Operations Officer	255005	Relocation of beneficiaries to formal houses for all housing programmes - All Projects		2 140 000	5 350 000	3 000 000
Chief Operations Officer	255005	Beneficiary Education (All Projects)		150 000	150 000	0
Chief Operations Officer	255005	MURP Sustainability Plan		500 000	0	0
		TOTAL : CHIEF OPERATIONS OFFICE		255 581 203	561 229 653	899 525 121

**BUFFALO CITY METROPOLITAN MUNICIPALITY
2014-2017 DRAFT OPERATING PROJECTS BUDGET**

Directorate	Cost Centre	Ward No.	PROJECT NAME	FUNDING SOURCE	2014-2015 Opex Budget	2015-2016 Opex Budget	2016-2017 Opex Budget
EXECUTIVE SUPPORT SERVICES							
Executive Support Services	130005	All Wards	Documentation of case studies	Own Funds	300 000	300 000	900 000
Executive Support Services	120005	All Wards	Community Support Centre	Leiden	136 315	0	0
Executive Support Services	120010	All Wards	Ward Committee Training	TRUST FUNDS	132 152		
Executive Support Services	105030	All Wards	Umsobomvu Youth Fund	Umsobomvu Youth Fund	710 406		
			TOTAL : EXECUTIVE SUPPORT SERVICES		1 278 873	300 000	900 000
MUNICIPAL MANAGER'S OFFICE							
Municipal Manager's Office	205005	All Wards	Audit Improvement Plan	Own Funds	3 750 000	2 200 000	4 250 000
Municipal Manager's Office	205005	All Wards	Audit Improvement Plan	TRUST FUNDS	1 979 270		
Municipal Manager's Office	205005	All Wards	Project Management Funding (USDG Projects)	USDG	29 914 500	31 147 900	31 147 900
Municipal Manager's Office	205005	All Wards	Expanded Public Works Programme	EPWP	1 890 000	0	0
Municipal Manager's Office	215005	All Wards	Combined Assurance Model	Own Funds	3 000 000	3 000 000	0
Municipal Manager's Office	220005	All Wards	Development and Review of By-Laws	Own Funds	500 000	500 000	500 000
Municipal Manager's Office	205005	All Wards	Vuna Awards	Vuna Awards	1 048 758		
			TOTAL : MUNICIPAL MANAGER'S OFFICE		42 082 528	36 847 900	35 897 900
DIRECTORATE OF FINANCIAL SERVICES							
Financial Services	305005	All Wards	Directorates Financial Management Capacity Project	Own Funds	2 100 000	1 800 000	700 000
Financial Services	320005	All Wards	Standard Chart Of Accounts(SCOA)	Own Funds	5 250 000	4 500 000	2 750 000
Financial Services	320005	All Wards	Financial Technical Support	Own Funds	1 500 000	1 500 000	1 500 000
Financial Services	330015	All Wards	Customer Service Level Agreements	Own Funds	500 000	0	0
Financial Services	315005	All Wards	Budget Reforms	FMG	1 500 000	1 500 000	1 500 000
Financial Services	320005	All Wards	Immovable Assets Project	Own Funds	15 000 000	15 000 000	15 000 000
Financial Services	320005	All Wards	Immovable Assets Project - Counterfunding	LGTH	1 336 512	0	0
			TOTAL : FINANCIAL SERVICES		27 186 512	24 300 000	21 450 000
DIRECTORATE OF CORPORATE SERVICES							
Corporate Services	420005	All Wards	Roll out of employee Performance Management System	Own Funds	200 000	0	0
Corporate Services	420005	All Wards	Roll out of employee Performance Management System - Counterfunding	LGTH	113 769		
Corporate Services	420005	All Wards	Infrastructure Skills Development	ISDG	5 400 000	6 900 000	8 000 000
Corporate Services	415025	All Wards	IT Fibre Installations for SCM, IDZ and Community Services in 2014/2015 (KWT and Bhisho in 2015/2016 and Mdantsane, Reeston, East London Traffic and Mechanical Workshop in 2016/2017)	Own Funds	4 000 000	7 200 000	1 200 000
Corporate Services	415025	All Wards	ICT Policies, Framework, Processes and Procedures - Implementation	Own Funds	2 000 000	1 500 000	1 000 000
Corporate Services	415025	All Wards	Share Point (Intranet)	Own Funds	0	1 500 000	1 000 000
Corporate Services	415025	All Wards	Website Phase 2	Own Funds	400 000	300 000	200 000
Corporate Services	415025	All Wards	Computer Equipment - BCMM Leases	Own Funds	2 000 000	3 000 000	3 000 000
			TOTAL : CORPORATE SERVICES		14 113 769	20 400 000	14 400 000

**BUFFALO CITY METROPOLITAN MUNICIPALITY
2014-2017 DRAFT OPERATING PROJECTS BUDGET**

Directorate	Cost Centre	Ward No.	PROJECT NAME	FUNDING SOURCE	2014-2015 Opex Budget	2015-2016 Opex Budget	2016-2017 Opex Budget
DIRECTORATE OF ENGINEERING SERVICES							
Engineering Services	530020		BCMM Fleet Management System	Own Funds	2 000 000	2 000 000	6 000 000
			TOTAL : ENGINEERING SERVICES		2 000 000	2 000 000	6 000 000
DIRECTORATE OF DEVELOPMENT PLANNING							
Development Planning	615080		Reeston Phase 3: Stage 2 - P4 (Transfers)	HSDG	480 000	0	0
Development Planning	615080		Ilitha South - 439 Units P4 (Transfers)	HSDG	40 400	0	0
Development Planning	615080		Land transactions upgrading of former R293 & CPA Areas	Own Funds	500 000	0	0
Development Planning	615070		Planning and Map Preparation	DLA	80 654	0	0
			TOTAL : DEVELOPMENT PLANNING		1 101 054	0	0
DIRECTORATE OF ECONOMIC DEVELOPMENT							
Economic Development	635005	All Wards	Local Economic Development - LED	Own Funds	3 000 000	3 000 000	3 000 000
Economic Development	635005	All Wards	Local Economic Development - LED	DEDEAT	3 439 408	0	0
			TOTAL : ECONOMIC DEVELOPMENT		6 439 408	3 000 000	3 000 000
HUMAN SETTLEMENTS							
Human Settlements	250005		DVRI Planning Budget (FROM 8.7MIL)	Dept of LGTH	3 000 000	2 000 000	1 000 000
Human Settlements	255005	13	Reeston Phase 3: Stage 2 - P5	HSDG	10 000 000	25 000 000	30 000 000
Human Settlements	255005	1,2,9,10,	Beneficiary Registration DVRI Projects (Reeston, Cambridge, DVRI Pilot, Braelyn ext 10, C Section and Triangular Site, D Hostel)	HSDG	500 000	100 000	0
Human Settlements	255005	11,12,16,17,20,21,34,43,48,50	Beneficiary Registration (Potsdam Unit V, Cluster 3, Orange Groove, Mdantsane Zone CC, Cluster 1, Cluster 2, Peelton Cluster, Hanover, Skobeni, Sunny South, Ilitha North, Dimbaza 110, Dimbaza Phase 3,Potsdam Village; North Kanana, Ikhwezi Block 1 & 2, Amalinda Co-op, Eradication of Wooden Houses to Formal Houses	USDG	1 350 000	1 000 000	1 000 000
Human Settlements	255005	43	Ilitha Eradication of Wooden Houses to Formal Houses	HSDG	18 180 294	14 180 294	0
Human Settlements	255005	43	Tyutyu Phase 2 - P 5 (Top Structure)	HSDG	1 000 000	0	0
Human Settlements	255005	45	Ilitha North - 177 Units P5	HSDG	0	2 000 000	5 000 000
Human Settlements	255005	45,26,43,	Reconstruction of Storm Damaged Houses	HSDG	10 000 000	13 000 000	100 000
Human Settlements	255005	31	Sunny South -P5	HSDG	11 000 000	10 500 000	0
Human Settlements	255005	24	Potsdam Village Phase 1 & 2 - P5	HSDG	2 300 000	18 000 000	24 000 000
Human Settlements	255005	17,12	Cluster 1 (Masibambane; Masibulele; Velwano; Ilinge and Dacawa) P5	HSDG	10 000 000	26 000 000	40 000 000
Human Settlements	255005	11,20,21,48,50	Cluster 2 (Chris Hani 3; Winnie Mandela; Deluxolo Village; Sisulu Village; Francis Mei; Mahlangu Village, Mathemba Vuso, Gwentshe) P5 (Name Change)	HSDG	3 000 000	10 000 000	33 000 000

**BUFFALO CITY METROPOLITAN MUNICIPALITY
2014-2017 DRAFT OPERATING PROJECTS BUDGET**

Directorate	Cost Centre	Ward No.	PROJECT NAME	FUNDING SOURCE	2014-2015 Opex Budget	2015-2016 Opex Budget	2016-2017 Opex Budget
Human Settlements	255005	10	Cluster 3 (Fynbos 1; Fynbos 2; Ndancama,) P5	HSDG	3 000 000	10 000 000	33 000 000
Human Settlements	255005	1,2,10	DVRI Pilot Project (Mekeni, Haven Hills, Competition Site) P5	HSDG	5 000 000	0	0
Human Settlements	255005	19	Second Creek - P5	HSDG	1 000 000	0	0
Human Settlements	255005	ALL	Housing Needs Database and Accreditation	HSDG	10 327 914	10 818 705	11 000 000
Human Settlements	255005	13	Reeston Phase 3 Stage 3 P5	HSDG	5 500 000	15 000 000	30 000 000
Human Settlements	255005	16	Amalinda Co - Op P5	HSDG	500 000	4 000 000	6 000 000
Human Settlements	255005	16	Amalinda Fairlands P5	HSDG	0	500 000	5 000 000
Human Settlements	255005	9	Braelyn Ext 10 North - P5	HSDG	0	10 000 000	15 000 000
Human Settlements	255005	2	C Section and Triangular Site - P5	HSDG	0	5 000 000	15 000 000
Human Settlements	255005	2	D Hostel - P5	HSDG	0	5 000 000	15 000 000
Human Settlements	255005	23	Mdantsane Zone 18CC - P5	HSDG	3 109 500	10 000 000	20 000 000
Human Settlements	255005	24	Potsdam Ikhwezi Block 1 - P5	HSDG	1 000 000	5 000 000	15 000 000
Human Settlements	255005	24	Potsdam Ikhwezi Block 2- P5	HSDG	0	3 000 000	8 000 000
Human Settlements	255005	24	Potsdam North Kanana - P5	HSDG	0	0	3 000 000
Human Settlements	255005	34	Dimbaza 110 -P 5 (Top Structure)	HSDG	1 000 000	1 000 000	0
Human Settlements	255005	36	Dimbaza Destitute 27 Units - P5	HSDG	0	500 000	200 000
Human Settlements	255005	43	Peelton Cluster (Majali, Mdange, Kwatrain, Nkqonqweni, Drayini & Esixekweni) - P5	HSDG	1 000 000	10 000 000	20 000 000
Human Settlements	255005	43	Hanover - P5	HSDG	1 000 000	10 000 000	10 000 000
Human Settlements	255005	43	Skobeni - P5	HSDG	1 000 000	10 000 000	10 000 000
Human Settlements	255005	24	Potsdam Village	USDG	200 000	0	0
Human Settlements	255005	31,32	Disaster Project - Tsholomnqa	USDG	2 000 000	5 000 000	6 000 000
Human Settlements	255005	ALL	Relocation of beneficiaries to formal houses for all housing programmes - All Projects	Own Funds	2 140 000	5 350 000	3 000 000
Human Settlements	250005		MURP Sustainability Plan	European Commission	500 000	340 024	0
Human Settlements	255005		Housing Pilot Projects	LGTH	515 387	0	0
Human Settlements	255005		Reeston Phase 2	DLA	696 589	0	0
Human Settlements	255005		Informal Settlement Upgrading	LGTH	2 007 857	0	0
			TOTAL: HUMAN SETTLEMENTS		111 827 541	242 289 023	359 300 000
DIRECTORATE OF HEALTH AND PUBLIC SAFETY							
Health and Public Safety	710040	1 to 50	Climate Protection	DEDEAT	106 835	0	0
Health and Public Safety	725055	1 to 50	Disaster Management	TRUST FUNDS	176 266	0	0
			TOTAL: HEALTH AND PUBLIC SAFETY		283 101	0	0
DIRECTORATE OF COMMUNITY SERVICES							
Community Services	765005	All Wards	Amenities Masterplan	Own Funds	1 200 000	0	0
Community Services	770030	All BCMM Wards	Biodiveristy Conservation Plan	Own Funds	600 000	0	0
Community Services	760020		John Dube Village	DEDEAT	199 168	0	0
Community Services	760020		Art Centres	DSRAC	37 438	0	0
Community Services	760025	All Wards	Community Development Projects	LGTH	2 127 846	0	0
Community Services	760025		Refurbishment and Mainteneace of Halls - Rural Areas	TRUST FUNDS	427 011	0	0
Community Services	765010		Premier's Fund	Premiers Fund	67 421	0	0
			TOTAL : COMMUNITY SERVICES		4 658 884	0	0
			TOTAL OPERATING PROJECTS		210 971 670	329 136 923	440 947 900

2014-2017 DRAFT OPERATING PROJECTS BUDGET

OPERATING PROJECTS PER FUNDING SOURCE	<u>2014/2015 Draft Capital Budget</u>	<u>2015/2016 Draft Capital Budget</u>	<u>2016/2017 Draft Capital Budget</u>
Own Funds	49 940 000	52 650 000	44 000 000
Own Funds c/o	0	0	0
Total Own Funding	49 940 000	52 650 000	44 000 000
Department of Land Affairs	777 243	0	0
Department of Local Government & Traditional Affairs	3 000 000	2 000 000	1 000 000
Department of Sport, Recreation and Arts and Culture	37 438	0	0
Department of Economic Development, Environmental Affairs and Tourism(DEDEAT)	3 745 411	0	0
European Commission	500 000	340 024	0
Expanded Public Works Programme Incentives Grant	1 890 000	0	0
Finance Management Grant	1 500 000	1 500 000	1 500 000
Human Settlement Development Grant	99 938 108	228 598 999	348 300 000
Infrastructure Skills Development Grant	5 400 000	6 900 000	8 000 000
Leiden	136 315	0	0
Local Government and Traditional Affairs	6 101 371	0	0
Premiers Fund	67 421	0	0
Trust Funds	2 714 699	0	0
Umsobomvu Youth Fund	710 406	0	0
Urban Settlement Development Grant	33 464 500	37 147 900	38 147 900
Vuna Awards	1 048 758	0	0
Total Grants	161 031 670	276 486 923	396 947 900
TOTAL PER FUNDING	210 971 670	329 136 923	440 947 900

OPERATING PROJECTS PER DIRECTORATE	<u>2015/2016 Draft Capital Budget</u>	<u>2019/2017 Draft Capital Budget</u>
1. Executive Support Services	1 278 873	900 000
2. Municipal Manager's Office	42 082 528	35 897 900
2. Chief Operations Officer	111 827 541	359 300 000
3. Directorate of Financial Services	27 186 512	21 450 000
4. Directorate of Corporate Services	14 113 769	14 400 000
5. Directorate of Engineering Services	2 000 000	6 000 000
6. Directorate of Development Planning	1 101 054	0
6. Directorate of Economic Development	6 439 408	3 000 000
7. Directorate of Health & Public Safety	283 101	0
7. Directorate of Community Services	4 658 884	0
	210 971 670	440 947 900

667 025 500	679 010 100
31 264 500	32 147 900
698 290 000	711 158 000

698 290 000	722 958 000
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0	11 800 000
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2 555	4 088
7 670	6 132

Category	Sub-Category	Risks	Sub-Risks	Consequences	Inherent Risk			Risk Owner
					Impact	Likelihood	Total	
Human Resources	Human Resources	Inability to attracting and retaining the "right" staff.	National shortage and supply of skilled staff (e.g. electricians). Poor working conditions. Restrictions in terms of remuneration	Poor service delivery	4.00	5.00	20.00	Director: Corporate Services
Human Resources	Human Resources	Lack of adequate human resource management and supervision	Inadequate oversight, discipline, training etc. Undue length of time relative to appointment and terminations/ suspensions. Inadequate and/ or inappropriate training and development. Non-compliance to HR policies and procedures Failure to prepare a workforce plan for BCM. Lack of formal induction processes at a line management level. Inadequate succession planning (loss of skills and knowledge).	Poor service delivery Negative audit outcomes	4.00	5.00	20.00	Director: Corporate Services
Human Resources	Payroll	Strike action by employees	Delayed decision by appropriate structures on salary increments Certain HR matters are controlled at a National level.	Disruption in service, Reputational damage	5.00	4.00	20.00	Director: Corporate Services

Category	Sub-Category	Risks	Sub-Risks	Consequences	Inherent Risk			Risk Owner
					Impact	Likelihood	Total	
Knowledge and Information	Compliance	Inadequate information management, and communication strategy	Unauthorized release of sensitive information to authorities or users outside the BCMM (particularly SCM matters). Damaging media releases Lack of adequate processes and controls to manage information in the institution.	Reputational damage, litigation, procurement irregularities	5.00	5.00	25.00	Director: Executive Support Services
Knowledge and Information	Information Knowledge Management and Research	Possible institutional memory loss, and duplication	Lack of adequate and co-ordinated processes,	Poor service delivery, wastage of municipal resources	5.00	4.00	20.00	Director: Executive Support Services
Loss/theft/damage of assets and resources	Various	Illegal connections, and tampering	Loss of revenue Water losses Damage to infrastructure	Poor service delivery Wastage of Municipal resources	5.00	4.00	20.00	CFO/ Director: Engineering Services
Material Resources (Procurement Risk)	Supply Chain Management	Inefficient and ineffective Supply Chain Management	Incomplete, inaccurate, outdated SCM database. Supply Chain Management inefficiencies Poor Contract Management Inability to manage commitments	Negative Audit outcomes, Poor service delivery, Wastage of Municipal resources	4.75	4.25	20.19	CFO
Service Delivery/Financial	Various	Inadequate asset and inventory management	Land Invasions Inability to dispose of land for Economic Development Vandalism/ Copper theft	Negative Audit outcomes, Poor service delivery,	4.00	5.00	20.00	CFO/ Director: Development Planning Director:

Category	Sub-Category	Risks	Sub-Risks	Consequences	Inherent Risk			Risk Owner
					Impact	Likelihood	Total	
			Access to amenities and facilities across BCMM, as well as associated security risks (e.g. No fences, vandalism, lack of supervision/ monitoring).					Engineering Services and Director: Community Services
Service Delivery	Water	Inadequate water supply systems within the BCM community.	Lack of resources	Poor service delivery	5.00	5.00	25.00	Director: Engineering Services
Service Delivery	Electricity	Constraints to electrify shacks and informal settlements.	Lack of resources	Poor service delivery	5.00	5.00	25.00	Director: Engineering Services
Service Delivery	Various	Ageing infrastructure and inadequate capacity of infrastructure in terms of electricity, water, waste management and roads and stormwater	Inadequate or non-existence of roads in rural areas (internal network).	Poor service delivery	5.00	5.00	25.00	Director: Engineering Services
Service Delivery	Waste Management	Inadequate land fill sites.	Distant landfill sites results in the risk of delays in providing the services (garden refuse and building rubble).	Poor service delivery	4.00	5.00	20.00	Director: Community Services

Category	Sub-Category	Risks	Sub-Risks	Consequences	Inherent Risk			Risk Owner
					Impact	Likelihood	Total	
Service Delivery	Risk Management	Inadequate risk management processes.	Inadequate escalation of key risks to executive management/council	Non-achievement of Municipal Objectives	4.00	5.00	20.00	Manager: Risk Management
Service Delivery	Organisational Performance	Inadequate alignment between the PMS, IDP and Budget processes	Inadequate coordination in key municipal processes, Insufficient oversight	Poor service delivery. Negative Audit outcomes.	5.00	4.00	20.00	Director: Executive Support Services
Service Delivery	International & Intergovernmental Relations	Unfunded mandate in terms of Primary Health Care Services	Poor inter-governmental relations	Reputational damage Poor service delivery	4.00	5.00	20.00	Director: Executive Support Services
Service Delivery	Various	Reliance on external service providers (dependency, transitioning, access).		Reputational damage Poor service delivery	4.00	5.00	20.00	Director: Corporate Services
Information Technology	Information Technology	Inadequate ICT management, security and resources.	Loss/ disruption of IT services. Loss of data and/ or information. Non-integration of various applications, and/ or applications not being properly used (potential/ functionality realised). Unauthorised access to BCMM systems (hacking). Buffalo City	Poor service delivery Inefficient internal processes, Reputational damage	5.00	5.00	25.00	Director: Corporate Services

Category	Sub-Category	Risks	Sub-Risks	Consequences	Inherent Risk			Risk Owner
					Impact	Likelihood	Total	
			Metropolitan Municipality is faced with problems of the following: poor application functionality, lack of accurate information, serious integration problems, availability of accurate and timely information and the existence of old and					
Compliance/Regulatory	Various	Non-compliance with licensing requirements, particularly in technical units i.e. NERSA etc.	Lack of resources	Legal action, fines penalties	5.00	4.00	20.00	Director: Engineering Services
Compliance/Regulatory	Internal Audit	Lack of implementation of assurance and oversight recommendations.	Inadequate attention to issues raised, and co-operation and support from management	Poor Service Delivery Negative Audit outcomes	5.00	4.00	20.00	Manager: Internal Audit
Compliance/Regulatory	Various	Non-compliance with legislation, regulations, policies and procedures		Poor Service Delivery Negative Audit outcomes	5.00	5.00	25.00	Manager: Legal Services
Compliance/Regulatory	Legal	Litigation against the Municipality	Non-compliance with laws and regulations, Lack of understanding of legal framework, Lack of accountability	Financial Loss Reputational damage	4.00	5.00	20.00	City Manager

Category	Sub-Category	Risks	Sub-Risks	Consequences	Inherent Risk			Risk Owner
					Impact	Likelihood	Total	
Financial	Credit	Inadequate revenue generation and collection.	The potential that customers/ ratepayers will not meet their financial obligations in accordance with the agreed terms. Increasing number of indigent debtors, and inadequate national funding (outdated statistics used by National). Incorrect and/ or incomplete charges to consumers. Incomplete, inaccurate debtors and/ or debtors masterfile information.	Financial loss Negative Audit outcomes	5.00	4.33	21.67	CFO
Financial	Various	Inability to spend government grants and report appropriately.	Lack of funding sited as a risk, however there is under spending of the conditional grant	Poor service delivery Loss of funding	5.00	5.00	25.00	Director: Engineering Services
Financial	Human Settlements	Lack of co-ordination with Provincial and National Government	Inadequate processes and structures	Delays in funding Poor service delivery	5.00	4.00	20.00	Project Manager: Housing
Social Environment	Public Participation and Stakeholder engagement	Possible disengagement and apathy by the community	Lack of service delivery Inadequate communication with stakeholders	Protests Reputational Damage	4.00	5.00	20.00	Director: Executive Support Services

SECTION E

BUDGET, PROGRAMMES & PROJECTS

1. The Capital Budget

The reviewed objectives and strategies formed the basis for the identification and selection of projects within each of the IDP Strategic Objectives.

The Capital Expenditure is indicated below into the six (6) IDP Strategic Objectives:

Strategic Objective	Goal	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
BCMM 1: To be a financially sound organisation that efficiently manages its resources	<ul style="list-style-type: none"> Implementation of the Audit Improvement Plan towards attainment of an unqualified audit report Develop a legally compliant and efficient Supply Chain Management System Implement revenue enhancement strategies Valuation of Properties Maintain favourable cash management procedures Maintain long term borrowing below NT Threshold Accelerate implementation of grant/capital projects 	2,566	30,533	25,488	400	5,636	5,636	12,350	12,000	10,500
BCMM 2: To be an institutionally efficient and effective city that inclusively works with its communities	<ul style="list-style-type: none"> Promote vulnerable groups' rights within the Metro Optimise participation of communities in municipal decision making processes Improve communication with BCMM communities and beyond 	20,695	2,416	622	1,750	14,876	14,876	1,000	1,000	1,000

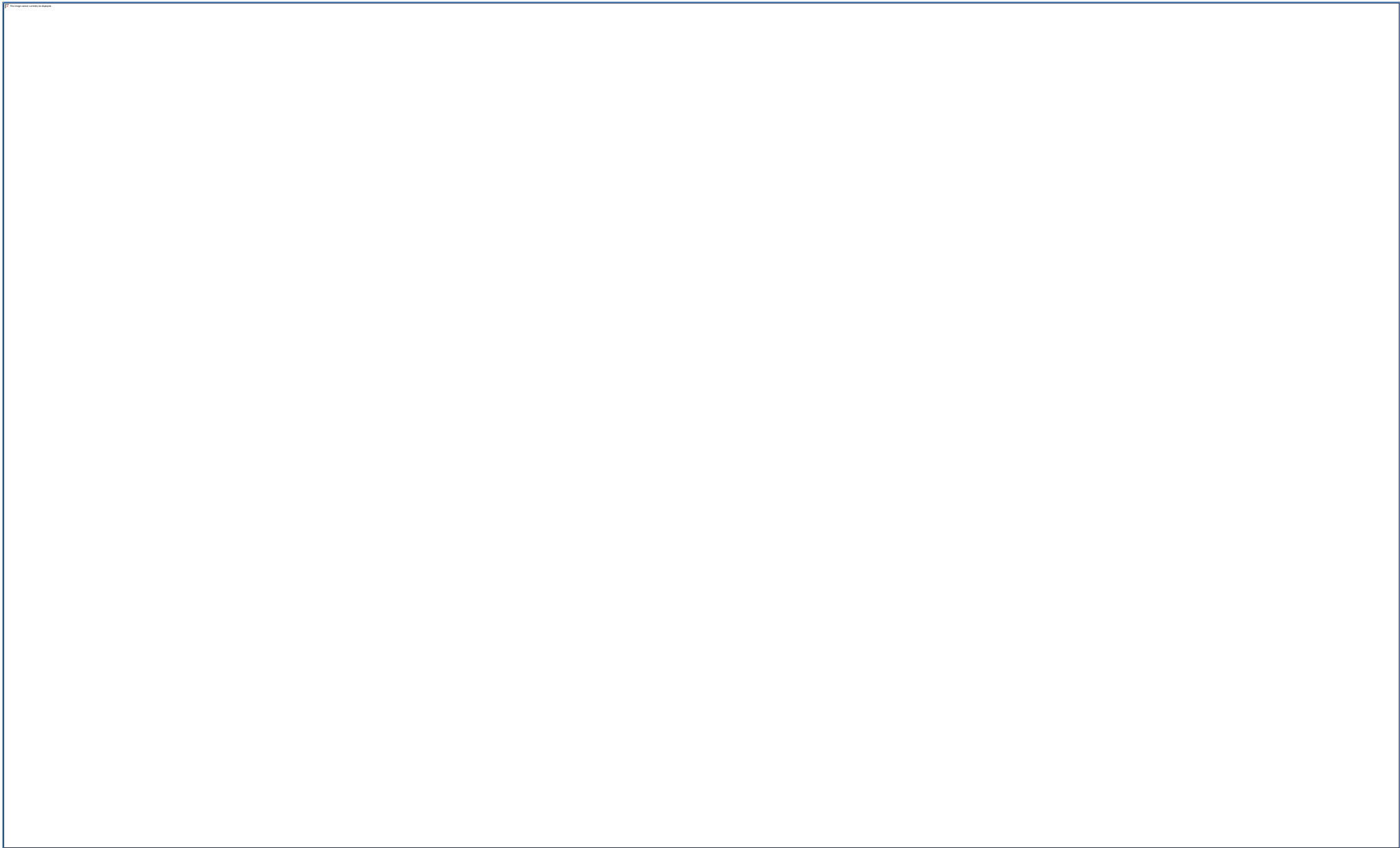
Strategic Objective	Goal	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
BCMM 5 : To be a well structured and capacitated institution that renders effective and efficient services to all by 2016	<ul style="list-style-type: none"> Creation of a functional organisational structure Reduce time taken to conclude disciplinary cases Improve health and safety of BCMM employees and Councillors Provision of ICT systems and infrastrucutre Development and implementation of employee performance management system Improve time and attendance processes Target recruitment and selection processes in terms of BCMM's employment equity plan Train municipal employees 	4,540	-	-	7,784	41,506	41,506	15,100	22,100	20,200
BCMM 6: To enhance and protect all environmental assets and natural resources within Buffalo City Metro Municipality by 2016	<ul style="list-style-type: none"> Implement Municipal Health Services Delivery Plan Implementation of integrated c environmental and coastal zone management plans Implement Climate Change Strategy To apply waste management hierarchy which favours waste minimisation. Construct new cells and rehabilitate existing cells 	-	-	-	-	-	-	-	-	-
Allocations to other priorities										
Total Capital Expenditure		399,110	270,780	593,485	751,242	1,006,626	1,006,603	942,007	1,024,127	1,069,226

2. The Operating Budget

The Operating Budget is prepared on the analysis of past year trends and the operations within the various service categories. National Treasury Circular 70 and 71 were used as a guideline in preparation of the 2014/15 MTREF budget.

Emphasis was placed on the following expenditure categories:

1. General expenses were decreased due to projected under-spending by the various Departments. As a result general expenses for the 2014/15 MTREF period have not been increased except for areas where there is annual escalation as per contractual agreements.
2. Debt Impairment is 6.2% of the total billable revenue and has been budgeted at R203 million (2014/15); R223 million (2015/16); R246 million (2016/17) (current collection rate: 93.8%).
3. Depreciation is based on the 2013 FAR and 2012/13 capitalized assets and 2014/15 MTREF Budget and the budgeted depreciation figures are R710 million (2014/15); R809 million (2015/16) and R850 million (2016/17).
4. Repairs and Maintenance Budget has budgeted for an amount of R332.2 million in the 2014/15 financial year increasing to R397.3 million in the 2016/17 financial year.



Strategic Objective	Goal	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
BCMM 5 : To be a well structured and capacitated institution that renders effective and efficient services to all by 2016	<ul style="list-style-type: none"> Creation of a functional organisational structure Reduce time taken to conclude disciplinary cases Improve health and safety of BCMM employees and Councillors Provision of ICT systems and infrastructure Development and implementation of employee performance management system Improve time and attendance processes Target recruitment and selection processes in terms of BCMM's employment equity plan Train municipal employees 	1,009	3,250	5,155	8,495	9,875	9,875	8,309	9,889	11,197
BCMM 6: To enhance and protect all environmental assets and natural resources within Buffalo City Metro	<ul style="list-style-type: none"> Implement Municipal Health Services Delivery Plan Implementation of integrated environmental and coastal zone management plans Implement Climate Change Strategy To apply waste management hierarchy which favours waste minimisation. Construct new cells and rehabilitate existing cells 	387,052	455,508	423,594	478,926	468,699	472,574	497,011	549,102	610,480
Allocations to other priorities										
Total Revenue (excluding capital transfers and contributi		3,039,601	3,617,949	4,447,470	5,150,618	5,259,521	5,283,410	5,462,122	6,012,786	6,565,772

The Operating Expenditure is indicated below into the six (6) IDP Strategic Objectives:

Strategic Objective	Goal	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
BCMM 1: To be a financially sound organisation that efficiently manages its resources	<ul style="list-style-type: none"> Implementation of the Audit Improvement Plan towards attainment of an unqualified audit report Develop a legally compliant and efficient Supply Chain Management System Implement revenue enhancement strategies Valuation of Properties Maintain favourable cash management procedures Maintain long term borrowing below NT Threshold Accelerate implementation of grant/capital projects 	231,662	308,794	304,717	366,847	364,251	369,725	381,616	405,634	431,601
BCMM 2: To be an institutionally efficient and effective city that inclusively works with its communities	<ul style="list-style-type: none"> Promote vulnerable groups' rights within the Metro Optimise participation of communities in municipal decision making processes Improve communication with BCMM communities and beyond Enhance integrated planning through intergovernmental relations 	133,178	141,983	186,449	235,658	248,492	242,393	245,567	250,901	262,675

Strategic Objective	Goal	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
BCMM 3: To generate an enabling environment for an economy that is growing , diversifying , generating increasing number of sustainable employment	<ul style="list-style-type: none"> Implement skills development and capacity building programmes to grow and support BCMM economy Develop and implement economic development policies/initiative/programmes to promote and support growth Implement the economic infrastructure and capacitation programme 	18,059	25,791	22,977	35,028	40,049	36,491	24,278	22,032	22,995
BCMM 4: To deliver sustainable infrastructure that supports social and economic development	<ul style="list-style-type: none"> Implement lighting programmes to ensure adequate lighting coverage Implement an electrification programme to informal dwellings Improve the condition of roads, stormwater system & associated structures to acceptable standards Compliance of Water Treatment Works with SANS 241 requirements Provide households with access to potable water To provide integrated waste management services Implement DVRI Business Plan 	2,150,113	2,423,448	2,666,622	2,927,765	2,872,910	2,939,872	3,112,518	3,511,644	3,862,371

Strategic Objective	Goal	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
BCMM 5 : To be a well structured and capacitated institution that renders effective and efficient services to all by 2016	<ul style="list-style-type: none"> Creation of a functional organisational structure Reduce time taken to conclude disciplinary cases Improve health and safety of BCMM employees and Councillors Provision of ICT systems and infrastrucutre Development and implementation of employee performance management system Improve time and attendance processes Target recruitment and selection processes in terms of BCMM's employment equity plan Train municipal employees 	80,462	88,825	98,171	144,577	129,590	147,894	161,132	176,479	179,599
BCMM 6: To enhance and protect all environmental assets and natural resources within Buffalo City Metro Municipality by 2016	<ul style="list-style-type: none"> Implement Municipal Health Services Delivery Plan Implement Climate Change Strategy To apply waste management hierarchy which favours waste minimisation. Construct new cells and rehabilitate existing cells 	633,370	665,179	685,731	804,406	807,919	801,852	824,589	879,296	942,654
Allocations to other priorities										
Total Expenditure		3,246,844	3,654,020	3,964,666	4,514,281	4,463,212	4,538,228	4,749,700	5,245,986	5,701,896

SECTION F

FINANCIAL PLAN

1. Introduction

One of the key issues identified for the sustainability of BCMM is “expanding its revenue in relation to its costs and its financial viability, whilst implementing its mandate”. The responsive key objective is “effective, efficient, coordinated financial management and increased revenue – enabling BCMM to deliver its mandate”. Effective and Efficient service delivery also alludes to the reduction of operational expenditure by means of increased productivity and the introduction of cost-saving mechanisms whilst at the same time striving to increase the overall revenue base. The plans and strategies detailed in this chapter contribute to the achievement of this objective.

2. Capital & Operating Budget Estimates

The five-year financial plan includes an Operating Budget (Table F.1) and the Capital Investment Programme per source of funding (Table F.2), for the seven years ending June 2017.

1. Budget Assumptions

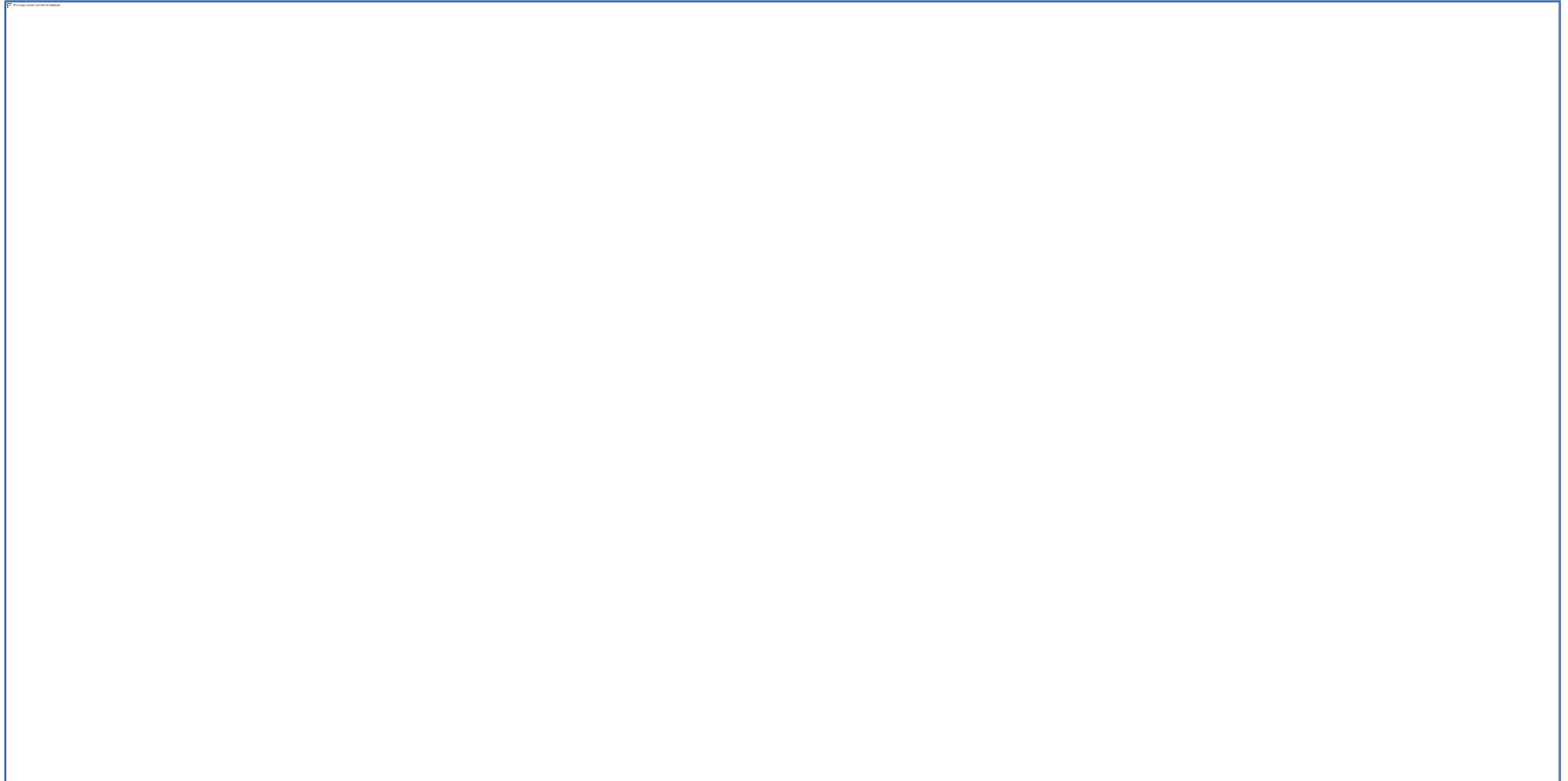
The selected key assumptions relating to this budget are as follows:

DESCRIPTION	2013/2014	2014/2015	2015/2016	2016/2017
National Treasury Headline Inflation Forecasts	5.70%	5.80%	5.40%	5.40%
Salaries	7.00%	6.80%	6.40%	6.40%
Electricity Purchases	13.50%	8.06%	8.06%	8.06%
Water Purchases	9.30%	9.30%	9.30%	9.30%
Free Basic Electricity	50 kwh p.m.	50 kwh p.m.	50 kwh p.m.	50 kwh p.m.
Free Basic Water	6 kl p.m.	6 kl p.m.	6 kl p.m.	6 kl p.m.
Basic Welfare Package	R444.21	R495.54	R552.11	R615.28
Equitable Share Allocation	R653,660,000	R656,856,000	R654,044,000	R654,044,000
Bad Debt Provision	91.40%	92.00%	92.00%	92.00%
Rates	11.90%	0.00%	11.30%	11.30%
Refuse	12.90%	12.50%	12.30%	12.30%
Sewerage	10.90%	10.50%	10.30%	10.30%
Electricity	10.00%	8.50%	8.50%	8.50%
Water	15.35%	14.95%	14.75%	14.75%
Fire Levy	9.90%	9.50%	9.30%	9.30%
Sundry Income	9.90%	9.50%	9.30%	9.30%

2. Operating Budget Estimates

Table F.1 details the Operating Budget estimates for the seven years starting 1 July 2010 and ending June 2017.

TABLE F.1: OPERATING BUDGET: 2013/14 TO 2016/2017



Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand										
Expenditure By Type										
Employee related costs	861,418	956,366	980,891	1,123,245	1,123,245	1,123,245	514,165	1,237,215	1,323,021	1,414,808
Remuneration of councillors	23,278	42,966	43,331	48,847	48,847	48,847	21,601	52,254	55,900	59,800
Debt impairment	210,998	58,207	106,770	184,345	184,345	184,345	-	203,074	223,598	245,958
Depreciation & asset impairment	437,577	677,501	699,422	539,235	539,235	539,235	1	710,000	809,574	850,053
Finance charges	58,156	130,769	44,093	64,162	64,162	64,162	-	59,248	54,123	49,129
Bulk purchases	771,253	915,387	1,040,113	1,135,789	1,110,931	1,135,789	583,017	1,201,856	1,300,246	1,406,715
Other materials	-	-	-	-	-	-	-	-	-	-
Contracted services	5,908	6,840	7,763	10,009	10,009	10,009	6,206	19,909	21,622	23,438
Transfers and grants	19,910	13,741	21,001	246,488	221,488	236,488	57,781	204,013	224,894	248,087
Other expenditure	852,302	843,040	1,013,088	1,162,162	1,160,950	1,196,108	460,488	1,062,130	1,233,009	1,403,908
Loss on disposal of PPE	6,046	9,205	8,191	-	-	-	-	-	-	-
Total Expenditure	3,246,844	3,654,020	3,964,666	4,514,281	4,463,212	4,538,228	1,643,259	4,749,700	5,245,986	5,701,896
Surplus/(Deficit)	(439,977)	(223,202)	(32,767)	(69,113)	(46,560)	(103,108)	1,061,928	11,640	1,543	69,204
Transfers recognised - capital	232,734	187,131	515,570	705,450	842,410	847,831	-	700,782	765,257	794,671
Contributions recognised - capital	-	-	-	-	459	459	-	-	-	-
Contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(207,243)	(36,071)	482,804	636,337	796,310	745,182	1,061,928	712,422	766,800	863,875
Taxation	62	249	25	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation	(207,305)	(36,320)	482,779	636,337	796,310	745,182	1,061,928	712,422	766,800	863,875
Attributable to minorities	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality	(207,305)	(36,320)	482,779	636,337	796,310	745,182	1,061,928	712,422	766,800	863,875
Share of surplus/ (deficit) of associate	(20,235)	(12,088)	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(227,540)	(48,408)	482,779	636,337	796,310	745,182	1,061,928	712,422	766,800	863,875

3. Capital Budget Estimates

Table F.2 details the estimated Capital Investment Programme for the three years starting July 2014 and ending 30 June 2017. The Capital Investment Programme remains subject to the availability of funding.

**TABLE F.2: CAPITAL INVESTMENT PROGRAMME: 2014/15 TO 2016/2017
2014/2015 - 2016/2017 CAPITAL BUDGET PER FUNDING SOURCE**

	2014/2015 DRAFT CAPITAL BUDGET	2015/2016 DRAFT CAPITAL BUDGET	2016/2017 DRAFT CAPITAL BUDGET
Own Funds	241,225,697	258,870,661	274,555,051
Total Own Funding	241,225,697	258,870,661	274,555,051
DoE(Intergrated National Electrification Programme)	27,000,000	27,000,000	12,000,000
Local Government, Traditional Affairs and Housing	188,726	0	0
Infrastructure Skills Development Grant	100,000	100,000	0
Neighbourhood Development Partnership Grant	5,000,000	16,878,000	17,744,000
Urban Settlement Development Grant	639,824,500	663,310,100	705,627,100
Human Settlement Development Grant	18,600,000	44,900,000	59,300,000
Human Settlement Development Grant-MPCC	10,068,500	13,068,500	0
Total Grants	700,781,726	765,256,600	794,671,100
TOTAL PER FUNDING	942,007,423	1,024,127,261	1,069,226,151

1. Debt Management Framework

Table F.3 details the Debt Management Framework

	2013/14 R	2014/15 R	2015/16 R	2016/17 R
CLOSING BALANCE	530,241	469,135	399,493	322,887

3. Financial Strategy

In order for the municipality to perform its major objective of service delivery to its citizens the Metro must ensure that there is effective and efficient financial sustainability which encompasses national norms and standards. A municipality can be categorized into either:

1. Developed – maintenance
2. Developing – growing

Buffalo City can be categorized as a developing – growing municipality and as a result the metro requires significant additional resources and funding to conduct the growth that is expected of them. The challenge being experienced by most municipalities is to maintain the existing infrastructure.

The financial plan and related strategies will need to address a number of key areas in order to achieve this goal. The areas, which have been identified, are detailed below.

3.1 The Financial Framework

3.1.1 Revenue Adequacy and Certainty

It is essential that the City has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act has laid out the level of funding from National Government that will be received for the 2014/15 to 2016/17 financial years.

The City strives to grow its own revenue by implementing an effective Revenue Strategy. This is to ensure that the City will be able to fund its own Capital Infrastructure Programmes into the future.

1. Cash / Liquidity Position

Cash and cash management is vital for the short- and long-term survival and good management of any organization. The appropriate benchmarks which can assist in assessing the financial health of the City are:

The current ratio, which expresses the current assets as a proportion to current liabilities. "Current" refers to those assets which could be converted into cash within 12 months and those liabilities which will be settled within 12 months. The norm for current ratio in the industry is 1.5:1, which is considered to be healthy.

The City currently stands at a ratio of 2:1 and is striving to maintain a ratio which is above 1.5 in the medium term as the City's objective is not profit driven, but focused on service delivery.

Debtors' collection measurements, which have a great impact on the liquidity of the City. Currently the City's annual debt collection rate is 92%. The City will attempt to reduce the outstanding debt days to less than 60 days in the medium term and will strive to reach a collection rate of 93,8%.

2. Sustainability

The City's budget in the 2014/15 MTREF period is funded. As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable, and that the full costs of service delivery are recovered. BCMM is striving to ensure that all households within the jurisdiction of the metro will have access to basic services.

3. Effective and Efficient Use of Resources

In an environment of limited resources, it is essential that the City make maximum use of the resources at its disposal by using them in an effective and efficient manner. Efficiency in operations and investment will increase poor people's access to basic services.

4. Accountability, Transparency and Good Governance

The City is accountable to its people who provide the resources. The budgeting process and other financial decisions are open to public scrutiny and participation. In addition, accounting and financial internal control procedures are in place to minimize opportunities for corruption. It is also essential that accurate financial information is produced within acceptable time-frames.

5. Development and Investment

In order to deal effectively with backlogs in service delivery, the City needs to maximize its investments in municipal infrastructure (see Table F.2).

6. Macro-economic Investment

As the City plays a significant role in the area, it is essential that it operates efficiently within the national macro-economic framework. The City's financial and developmental activities should therefore support national fiscal policy.

7. Borrowing

The strong capital market in Southern Africa (banks and other lending institutions like DBSA, INCA etc.) provides an additional instrument to access financial resources.

BCMM is indebted to DBSA for a portion of its infrastructure investments in the previously disadvantaged areas. Currently the City is assessing its capacity to borrow so as to invest in income generating infrastructure assets, so as to grow the City's revenue base. BCMM maintains a long term Credit Rating of A. The current "capital charges" as a percentage of operating expenditure is 1.2%.

3.2 Strategies and Programmes

With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective – the financial viability and sustainability of the City. Time frames have been set for each of the projects that have been identified.

3.2.1 Revenue Raising Strategies and Programmes

The following are some of the more significant programmes that have been identified:

1. The review and implementation of a Credit Control & Debt Collection Policy

This policy and the relevant procedures detail all areas of credit control, collection of amounts billed to customers, procedures for non-payment etc.

2. The review and implementation of an Indigent Policy

This policy defines the qualification criteria for an indigent, the level of free basic services enjoyed by indigent households, penalties for abuse etc.

3. The review and implementation of a Uniform Tariff Policy

This policy ensures that fair tariffs are charged in a uniform manner throughout the Buffalo City area.

4. The review and implementation of a Property Rates & Valuation Policy

This will ensure that a fair rates policy and an updated valuation roll is applied to the entire Buffalo City area and will aim to ensure that all properties are included in the City's records. Furthermore the policy will ensure that valuations are systematically carried out on a regular basis for all properties.

3.2.2 Asset Management Strategies and Programmes

The following are some of the more significant programmes that have been identified:

1. The implementation of an Integrated Asset Management System.

This programme involves the investigation, identification and implementation of a suitable integrated asset management system. It also includes the capture of all assets onto this system, the maintenance of this system and the production of a complete asset register in terms of GRAP requirements.

1. The review and update of asset and risk insurance procedures and the renewal of the insurance portfolio.

This programme involves the identification of risks in conjunction with insurers and all Directorates and the review and update of the asset and risk insurance procedure manual.

It also includes the review of the existing insurance portfolio and the renewal of the insurance policy as per the renewal terms.

3.2.3 Financial Management Strategies and Programmes

The following are some of the more significant programmes that have been identified:

2. **The review of the computerized accounting system**
3. **Integration of all computerized systems and acquisition of hardware and software required**

The integration of computerized systems and acquisition of the required hardware and software within the Buffalo City area to ensure that information is accurate, relevant and prompt, which in turn will facilitate the smooth running and effective management of the City.

1. **Develop and implement a uniform budget reporting framework**
2. **Review of Post GRAP implementation issues and standards**
3. **Review and update asset and accounting policies and procedures**
4. **Training and development of financial and other staff**

The aim of this project will be to constantly ensure that the Financial (and other) staff receive the training they require to ensure a cost-effective and efficient service to the City.

5. **Enhance budgetary controls and timeliness of financial data**

The Budget Office submits performance reports of the municipality timeously to the various stakeholders and ensuring compliance with the Municipal Finance Management Act (MFMA). Section 71 Reports are submitted to the Executive Mayor 10 days after month end indicating the year-to-date performance of the municipality.

3.2.4 Capital Financing Strategies and Programmes

The following are some of the more significant programmes that have been identified:

1. **The review and implementation of a debt capacity policy**
This policy will ensure that any borrowings taken by the City will be done in a responsible manner and that the repayment and servicing of such debt will be affordable.
2. **The development and implementation of a policy for accessing finance (including donor finance)**

3.2.5 Operational Financing Strategies and Programmes

The following programme has been identified:

3. **Investigation of service delivery options and public/private partnerships**
This refers to the ongoing investigation into how the City can service the community in the most efficient and effective manner, including an investigation of public/private partnerships for service delivery.
4. **Financial Management Policies**

4.1 General Financial Philosophy

The financial policy of the BCMM is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of BCMM.

It is the goal of the City to achieve a strong financial position with the ability to:

1. withstand local and regional economic impacts;
2. adjust efficiently to the community's changing service requirements;
3. effectively maintain, improve and expand the City's infrastructure;
4. manage the City's budget and cash flow to the maximum benefit of the community;

5. prudently plan, coordinate and implement responsible and sustainable community development and growth;
6. provide a high level of fire and other protective services to assure public health and safety.

BCMM's financial policies shall address the following fiscal goals: -

1. keep the City in a fiscally sound position in both the long and short term;
2. maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
3. Apply credit control policies which maximize collection while providing relief for the indigent;
4. Credit control policies that recognize the basic policy of customer care and convenience;
5. operate utilities in a responsive and fiscally sound manner;
6. maintain existing infrastructure and capital assets;
7. provide a framework for the prudent use of debt financing;
8. direct the City's financial resources toward meeting the goals of the City's IDP.

4.2 Operating Budget Policies

The annual budget is the central financial planning document that embodies all operating revenue and expenditure decisions. It establishes the level of services to be provided by each department.

The City Manager shall incorporate the BCMM's priorities in the formulation of the preliminary and final budget proposal.

The budget will be subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goal. The budget will be subject to a mid-term review, which will result in a Revised Budget.

Adequate maintenance and replacement of the City's capital plant and equipment will be provided for in the annual budget.

The budget shall balance recurring operating expenses to recurring operating revenues.

The budget will have Revenue plans based on realistically expected income and expenditure figures. Plans will be included to achieve maximum revenue collection percentages.

4.3 Capital Infrastructure Investment Policies

The City will establish and implement a comprehensive five-year Capital Investment Plan (CIP). This plan will be updated annually.

An annual Capital Investment Budget will be developed and adopted by the Buffalo City Metropolitan Municipality as part of the annual budget. The City will make all capital improvements in accordance with the CIP.

Unexpended capital project budgets shall not be carried forward to future fiscal years unless the Project Expenditure is committed or funded from grant funding.

Routine capital needs will be financed from current revenues as opposed to the issuance of long-term debt.

The City will maintain all assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.

4.4 Revenue Policies

The City will estimate annual revenues through a conservative, objective and analytical process based on realistically expected income.

The City will consider market rates and charges levied by other public and private organizations for similar services in establishing rates, fees and charges.

The City will implement a new valuation system based on market values of all properties within its boundary as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other cost increases. Fees will be adjusted where appropriate to reflect these increases.

The City will set fees and user charges at a level that fully supports the total direct and indirect costs of operations. Tariffs will be set to reflect the Development and Social Policies of the City.

The City will continue to identify and pursue grants and appropriations from Province, Central Government and other agencies that are consistent with the City's goals and strategic plan.

The City will follow an aggressive policy of collecting revenues.

4.5 Credit Control Policies and Procedures

BCMM reviewed its Credit Control Policy in the 2012/13 financial year and it was approved by Council on 29 May 2013.

The Principles supported in this Policy are:

1. The administrative integrity of the municipality must be maintained at all times.
2. This Policy must have the full support of all Councillors.
3. Councillors must have full knowledge of the implementation and enforcement of the Policy.
4. The Executive Mayor oversees & monitors the implementation and enforcement of this Policy.
5. The City Manager implements and enforces this Policy.
6. The City Manager may delegate the implementation and enforcement of this Policy to the Chief Financial Officer.
7. Consumers must be informed of the contents of this Policy.
8. Consumers must apply for services from Council by the completion of the prescribed application form.
9. Consumers must receive regular and accurate accounts that indicate the basis for calculating the amounts due.
10. Consumers must pay their accounts regularly by the due date.
11. Consumers are entitled to reasonable access to pay points and to a variety of reliable payment methods.
12. Consumers are entitled to an efficient, effective and reasonable response to appeals, and should not suffer any disadvantage during the processing of a reasonable appeal.
13. Debt collection action will be instituted promptly, consistently, and effectively without exception and with the intention of proceeding until the debt is collected.

1. Indigent Policy

The Indigent Policy was reviewed in the 2012/13 financial year and it was approved by Council on 29 May 2013. This Policy identifies the criteria for one to qualify as an indigent and the process one needs to follow in order to register for indigent status.

The form of subsidy is identified, as is the process of auditing indigent applications. In addition, procedures, which will be followed in the event of a death of an indigent and a false indigent application is covered. Finally treatment of debt of a customer on becoming an indigent and interest on arrear charges are addressed.

Indigent monthly welfare package –50 000 indigent households are provided for in the budget as indicated below (63 000, including provision of free electricity by Eskom in rural areas):

Table 20: Indigent Cost Per Month

Total Households	Rates	Refuse	Sewerage	Fire	Electricity	Water	Rand value per household per month
63 000	R103.66	R155.93	R88.78	R36.50	R51.03	R59.65	R495.54

2. Investment Policies

In terms of the Municipal Finance Management Act, Act 56 of 2003, Section 13(2) and the draft municipal investment regulations: “Each Municipal Council and Governing body shall adopt by resolution an investment policy regarding the investment of its money not immediately required.

Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the City to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal is the foremost objective of the investment program.

The City will continue the current cash management and investment practices, which are designed to emphasize safety of capital first, sufficient liquidity to meet obligations second, and the highest possible yield third.

Investment shall be made with care, skill, prudence and diligence. The approach must be that which a prudent person acting in a like capacity and familiar with investment matters would use in the investment of funds of like character and with like aims, to safeguard the principal and maintain the liquidity needs of the Municipality. The standard of prudence to be used by the Investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall Investment portfolio. Investment officials are required to:

- a) adhere to written procedures and policy guidelines.
- b) exercise due diligence.
- c) prepare all reports timeously.
- d) exercise strict compliance with all legislation.

The City shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the City will not directly invest in securities maturing more than two years from the date of issue. The City’s financial information system will provide adequate information concerning cash position and investment performance.

The City will not invest more than 30% of available funds with a single institution.

The Minister of Finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which Municipality may invest:

1. Deposits with banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990);
2. Securities issued by the National Government;

3. Investments with the Public Investment Commissioners as contemplated by the Public Investment Commissions Act, 1984 (Act No. 5 of 1984);
1. Listed corporate bonds with an investment grade rating from a nationally or internationally recognized credit rating agency;
2. Deposits with the corporation for Public Deposits as contemplated by the Corporation for Public Deposits Act, 1984 (Act 46 of 1984);
1. Banker's acceptance certificates or negotiable certificates of deposits of banks registered in terms of the Banks Act, 1990 (Act 94 of 1990);
2. Municipal Bonds issued by a Municipality;
3. Guaranteed endowment policies with the intention of establishing a sinking fund; and
1. Repurchase agreements with banks registered in terms of the Banks Act, 1990 (Act 94 of 1990)

2. Debt Management Policies

1. The City shall issue debt only when necessary to meet a public need and when funding for such projects is not available from current revenues, reserves or other sources.
2. Long-term borrowing will be used to finance capital improvements as approved in the City's CIP.
3. Capital projects financed through the issuance of debt shall be financed for a period not to exceed the expected useful life of the project.
4. The City will not incur debt to finance current operations.
5. Lease-purchase obligations, capital outlay notes or other debt instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, other specialized types of equipment, or other capital improvements.

4.9 Asset Management Policies

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to Property, Plant & Equipment (PPE), which are fixed assets of BCMM.

A summary of the Principles supported in this policy are:

A fixed asset shall mean an asset, either movable or immovable, under the control of the municipality, and from which the municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond 12 months.

1. The fixed asset register shall comply with the requirements of Generally Recognized Accounting Practice (GRAP) and any other accounting requirements, which may be prescribed.
2. Fixed assets are classified under the following headings:
 3. Land
 4. Recreational Facilities
 5. Buildings
 6. Finance Leased Assets
 7. Plant and Equipment
 8. Roads
 9. Furniture and Fittings
 10. Wastewater Network
 11. Motor Vehicles
 12. Water Network
 13. Office Equipment
 14. Community Buildings

15. Other Properties

1. Every Head of Department shall be directly responsible for the physical safekeeping of any fixed asset controlled or used by the department in question.
2. PPE is carried at cost less accumulated depreciation and any impairment losses, except for land, buildings, roads and stormwater which are revalued. Heritage assets, which are culturally significant resources and which are shown at cost, are not depreciated due to the uncertainty regarding their estimated useful lives. Similarly, land is not depreciated as it is deemed to have an indefinite life.
3. Subsequent expenditure relating to property, plant and equipment is capitalized if it is probable that future economic benefits or potential service delivery of the asset are enhanced in excess of the originally assessed standard of performance. If expenditure only restores the originally assessed standard of performance, then it is regarded as repairs and maintenance and is expensed. The enhancement of an existing asset so that its use is expanded or the further development of an asset so that its original life is extended are examples of subsequent expenditure which are capitalized.
4. Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their residual value, except for furniture and fittings which are depreciated using the diminishing balance method at 10% per annum.
5. Incomplete construction work is stated at historic cost.
6. The carrying amount of an item or a group of identical items of PPE will be reviewed periodically in order to assess whether or not the recoverable amount has declined below the carrying amount. When such a decline has occurred, the carrying amount will be reduced to the recoverable amount. The amount of the reduction will be recognized as an expense immediately, unless it reverses a previous revaluation, in which case it will be charged to the revaluation non-distributable reserve.
7. Assets are eliminated from the Statement of Financial Position on disposal or retirement.
8. The difference between the net book value of assets (cost less accumulated depreciation) and the sales proceeds is reflected as a gain or loss in the statement of financial performance.

4.10 Accounting Policies

A summary of the principal accounting policies adopted in the preparation of the annual financial statements is as follows:

1. Basis of presentation - the annual financial statements are prepared on an accrual basis of accounting and are in accordance with historical cost convention, except for the revaluation of land and buildings, which are carried at fair value. The annual financial statements are prepared in accordance with South African Statements of Generally Recognized Accounting Practice (GRAP) issued by the Accounting Standards Board in accordance with the Municipal Finance Management Act (Act 56 of 2003).
2. Basis of consolidation - the consolidated annual financial statements incorporate the financial statements of Buffalo City Metropolitan Municipality and municipal entities controlled by Buffalo City Metropolitan Municipality.

3. Presentation currency - the annual financial statements are presented in South African Rand.
4. Going concern assumption - the annual financial statements are prepared on a going concern basis.
5. Reserves – the economic entity creates and maintains the following reserve in terms of specific requirements:
 1. Revaluation reserve
 6. Property, plant and equipment (PPE) - is stated at cost, less accumulated depreciation and accumulated impairment losses, except land, buildings, roads and stormwater. The accounting policies for PPE include the following:
 1. Depreciation of property, plant and equipment
 2. Disposal of property, plant and equipment
 3. Impairment losses
 4. Revaluation of land, buildings, roads and stormwater
 5. Intangible assets
 6. Investments - the accounting policies for investments include the following:
 1. Where the carrying amount of an investment is greater than the estimated recoverable amount, it is written down immediately to its recoverable amount and an impairment loss is charged to the Statement of Financial Position.
 2. Inventories – Inventories are initially measured at cost except where inventories are acquired at no cost, or for nominal consideration, then their costs are their fair value as at the date of acquisition. Subsequently inventories are measured at the lower of cost and net realizable value. The cost of inventories is assigned using the first-in, first out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to the entity.
 3. Revenue from exchange transactions:
 1. **Measurement** – Revenue is measured at fair value of the consideration received or receivable, net of trade discounts and volume rebates.
 2. **Sale of goods** – Revenue from sale of goods is recognized when all the following conditions have been satisfied:
 1. The entity has transferred to the purchaser the significant risks and rewards of ownership of the goods;
 2. The entity retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
 3. The amount of revenue can be measured reliably;
 4. It is probable that the economic benefits or service potential associated with the transactions will flow to the entity; and
 5. The costs incurred or to be incurred in respect of the transactions can be measured reliably.
 1. **Rendering of services** – Service revenue is recognized by reference to the stage of completion of the transaction at the reporting date. Stage of completion is determined by services performed to date as percentage of total serviced to be performed.
 2. Revenue from non-exchange transactions:
 1. **Recognition** – An inflow of resources from a non-exchange transaction recognized as an asset is recognized as revenue, except to the extent that a liability is also recognized in respect of the same inflow.
 2. **Measurement** – Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognized by the economic entity.
 3. Conditional grants and receipts – Revenue received from conditional grants, donations and funding are recognized as revenue to the extent that the entity has complied with any of the

criteria, conditions or obligations embodied in the agreement. To the extent that the criteria, conditions or obligations have not been met a liability is recognized. .

4. Provisions – are recognized when the economic entity has a present obligation as a result of a past event and it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate based on the information available can be made of the amount of the obligation.
5. Cash and cash equivalents – Cash and cash equivalents comprise cash on hand and demand deposits and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.
6. Unauthorized expenditure – Unauthorized expenditure means:
 1. Overspending of a vote or a main division within a vote; and
 2. Expenditure not in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.
7. Irregular expenditure - is expenditure that is contrary to the Municipal Finance Management Act (Act No.56 of 2003), the Municipal Systems Act (Act No.32 of 2000), the Public Office Bearers Act (Act No. 20 of 1998), the State Tender Board Act, 1968 (Act No. 86 of 1968), any provincial legislation providing for procurement procedures in that provincial government or is in contravention of the Municipality's or Municipal Entities' supply chain management policies.
8. Fruitless and wasteful expenditure - is expenditure that was made in vain and would have been avoided had reasonable care been exercised.
9. Allowance for doubtful debts – On debtors an impaired loss is recognized in surplus and deficit when there is objective evidence that is impaired. The impairment is measured as the difference between the debtors carrying amount and the present value of estimated future cash flows discounted at the effective interest rate, computed at initial recognition.
10. Effective interest rate – The economic entity uses the prime interest rate to discount future cash flows.
11. Financial Instruments – The economic entity classifies financial assets and financial liabilities into the following categories:
 1. Loans and receivables
 2. Available-for-sale financial assets
 3. Financial liabilities measured at amortized cost
4. Comparative figures – Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.
5. Leases – A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.
6. Intangible assets - are initially recorded at their cost price and are subsequently amortized over their expected useful lives.
7. Post-retirement benefits – The present value of the post retirement obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) include the discount rate. Any changes in these assumptions will impact on the carrying amount of post retirement obligations.

4.11 Supply Chain Management System Policy

Section 111 of the Local Government Municipal Finance Management Act (MFMA) requires municipalities to develop and implement a supply chain management policy. The principle objective of the legislation has been to comply with Section 217 of the Constitution, which

among other things states that when contracting for goods and services the system must be fair, equitable, transparent, competitive and cost effective.

Supply Chain Management (SCM) generally refers to the management of activities along the supply chain including the supplier, manufacturer, wholesaler, retailer and consumer

The MFMA and its relevant regulations also identify processes/mechanisms which must be included in a SCM Policy.

The supply chain management system is applicable for the:–

1. Procurement by Buffalo City Metropolitan Municipality (and any municipal entity of Buffalo City) of all goods and services or works;
2. Selection of contractors to provide assistance in the provision of municipal services;
3. Selection of external mechanisms for the provision of municipal services in circumstances contemplated in section 83 of the Local Government: Municipal Systems Act;
4. Disposal of assets or goods no longer required;
5. Letting or sale of Municipal property.

BCMM's Supply Chain Management Policy was last reviewed in the 2012/13 financial year and approved by Council on 29 May 2014.

The specific objective of the SCM Unit is to ensure effective, efficient and transparent SCM systems, complemented by a strategy of coordinating and implementing comprehensive demand management plans as per the approved budget

4.12 Ratio Analysis/Benchmarks

Table F.4 gives details of commonly used financial ratios/benchmarks. The information in the Table is the actual position for the 2009/10 financial year to 2012/13 financial year and as at 28 February 2014.

TABLE F.4: Ratio Analysis / Financial Benchmarks for the 2009/10 to 2012/13 financial year and at 28 February 2014

FINANCIAL BENCHMARKS	BASIS OF CALCULATION	2009/10	2010/11	2011/12	2012/13	As at 28 Feb 2014
<u>Borrowing Management</u>						
Debt to revenue	Total debt / Annual income	27.3%	32.3%	24%	16.6%	17.6%
Capital charges to operating expenditure	Interest & principal paid / Operating expenditure	22%	18%	15%	20%	15%
<u>Revenue Management</u>						
Annual debtors collection rate (payment level %)	Last 12 months receipts / Last 12 months billing	93%	94%	94%	91.1%	91.83%
Outstanding debtors to revenue	Outstanding debtors (net)/Ann rev (total inc)	14.7%	12.2%	14.4%	16.9%	16.2%
<u>Efficiency</u>						
Personnel costs to operating expenditure	Personnel costs / Operating expenditure	29%	31%	28%	25%	24%
<u>Creditors Management</u>						
Creditors days	Outstanding creditors / Credit purchases x 365	30	30	30	30	30

4.13 Asset Management Information

To ensure that assets are adequately maintained, a programme for the planned maintenance and replacement of all fixed and moveable assets is essential.

SECTION G

OPERATIONAL PLAN

1. Buffalo City Metropolitan Municipality: Political Structure

The section 12 notice published by the Member of the Executive Council for Local Government & Traditional Affairs determined that Buffalo City Metropolitan Council, in terms of section 9(d) of the Municipal Structures Act 1998, would have an Executive Mayoral System combined with a Ward Participatory System.

BCMM has hundred Councillors, fifty Councillors were elected in terms of the system of proportional representation and fifty Councillors represent wards. The first Council Meeting elected the Executive Mayor, Deputy Mayor, Council Speaker and Chief Whip. The Executive Mayor has a nine member Mayoral Committee.

1.1 Ward Committees

Local Government elections were held on 18 May 2011, which established new ward boundaries and ushered in new ward Councillors. Ward Committees have been established, in terms of sections 72-78, of the Municipal Structures Act, for the 50 wards.

Ward committees are chaired by the ward Councillors and consist of ten elected members. Ward committees are consultative community structures, whose purposes is to broaden participation in the democratic process of Council and to assist the Ward Councillor with organising consultation, disseminating information and encouraging participation from residents in the ward.

1.2 Portfolio Committees

In terms of sections 79 & 80 of the Municipal Structures Act (117 of 1998) and Section 160 of the Constitution, Portfolio Committees have been established to assist and advise the Executive Mayor. The alignment of the political and administrative structure is as follows:

2. Buffalo City Metropolitan Municipality: Administrative Structure

The Buffalo City Metropolitan Municipality implements its Integrated Development Plan and has recently approved the metro administrative structure headed by the City Manager with the following Directorates:

- City Manager's Office
- Directorate: Executive Support Services
- Directorate: Corporate Services
- Directorate: Economic Development and Agency
- Directorate: Infrastructure
- Directorate: Municipal Services
- Directorate: Health, Public Safety and Emergency Services
- Directorate: Finance
- Development and Spatial Planning
- Directorate: Human Settlement

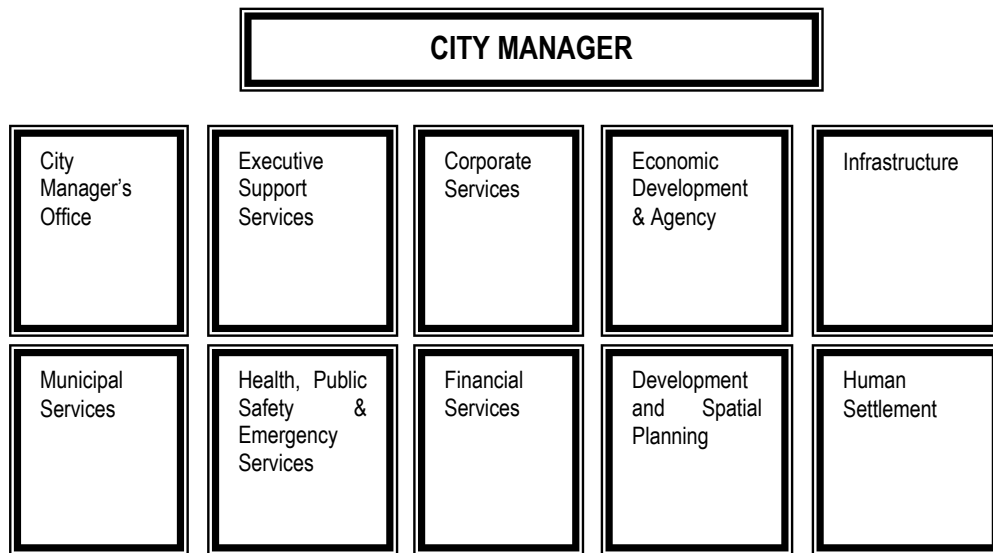


Figure 1: Buffalo City Municipality: Administrative Structure

2.1 City Manager's Office:

This office consists of following departments which all report direct to the City Manager:

- Governance and Internal Auditing
- Chief Operating Office
- Legal Services and Municipal Court
- Enterprise Project Management Unit
- Information, Knowledge Management, Research and Policy
- Expanded Public Works Programme.

Figure 2 details the organogram of the Directorate of the City Manager's Office up to Management level.

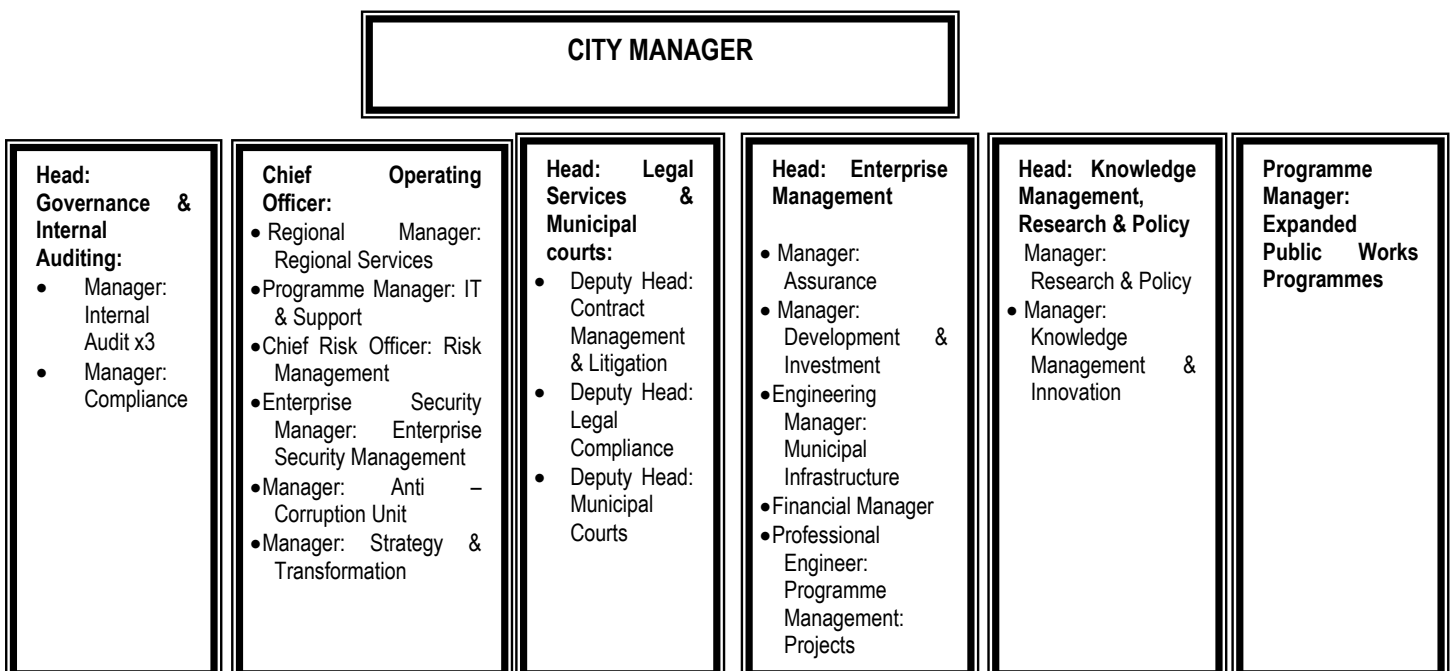


Figure 2: City Manager’s Office

2.2 Directorate: Executive Support Services

The Directorate of Executive Support Services consists of the following Departments, namely:

- Sports Services & Special Programmes
- IDP, Budget Integration, GIS, Performance Management and IEMP & Sustainable Development
- Communication & Marketing, International and Intergovernmental Relations
- Political Office Administration
- Monitoring and Evaluation

Figure 3 details the organogram of the Directorate of Executive Support Services up to Management level.



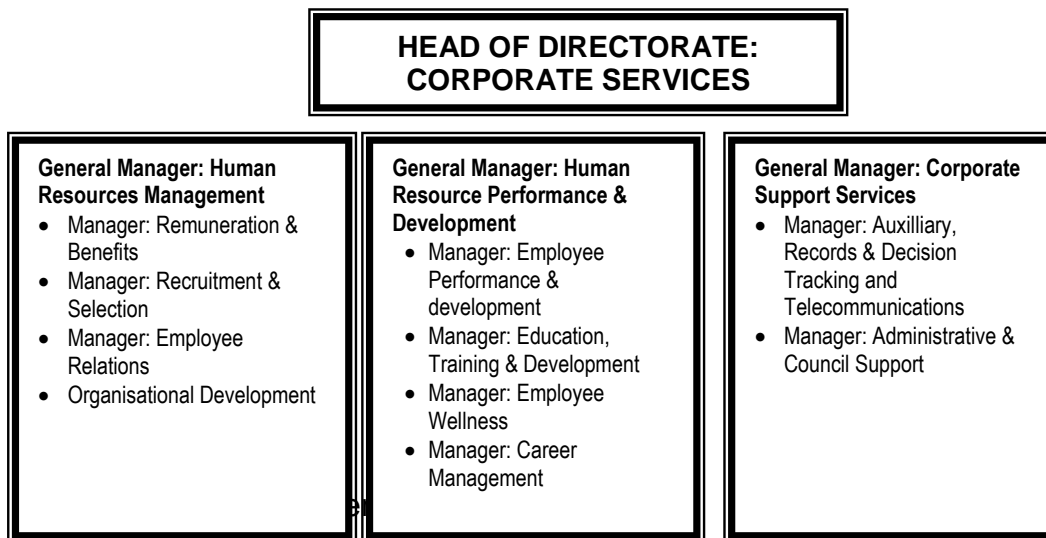
Figure 3: Executive Support Services

2.2 Directorate: Corporate Services

The Directorate of Corporate Services consists of the following Departments, namely:

- Human Resources Management
- Human Resource Performance and Development and
- Corporate Support Services

Figure 4 details the organogram of the Directorate of Corporate Services up to management level.



2.3 Directorate: Development and Spatial Planning

The Directorate of Development and Spatial Planning consists of the following Departments, namely:

- Development Planning
- Property Management
- Urban and Rural Regeneration
- Transport Planning & Operations

Figure 5 details the organogram of the Directorate of Development and Spatial Planning up to management level.

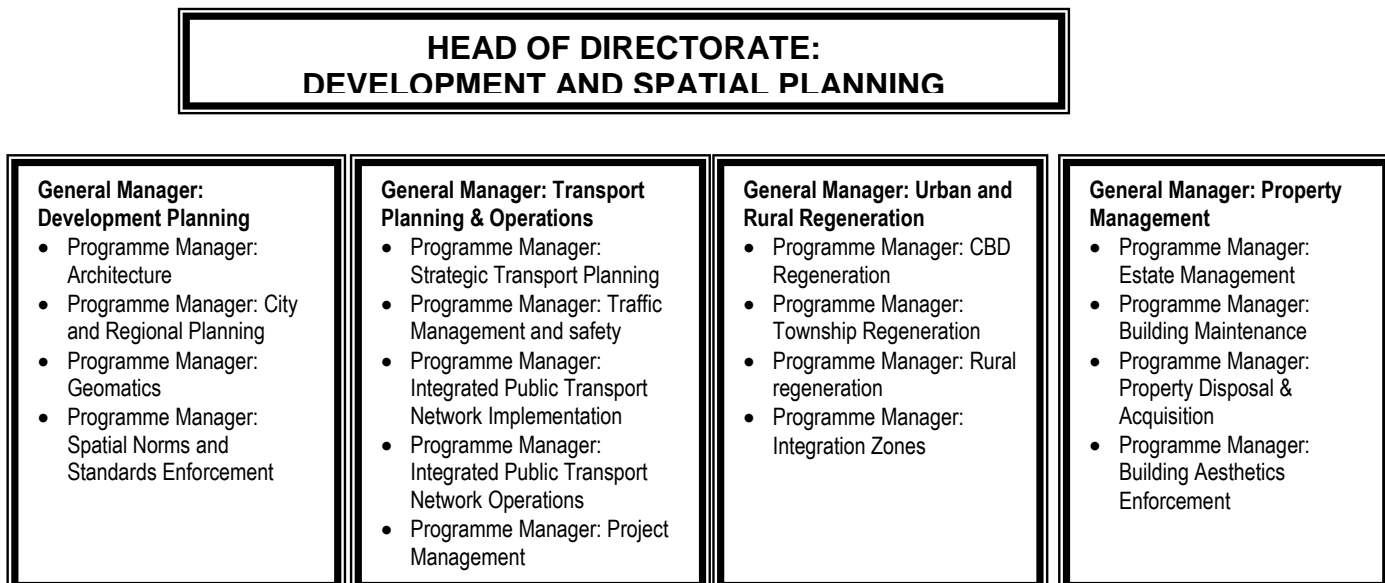


Figure 5: Development and Spatial Planning

2.4 Directorate: Infrastructure

The Directorate Infrastructure consists of the following Departments, namely:

- Water, Wastewater & Scientific Services
- Electrical & Energy Services
- Workshop, Plant and Fleet Services
- Roads, PIU and Construction

Figure 6 details the organogram of the Directorate of Infrastructure up to management level.

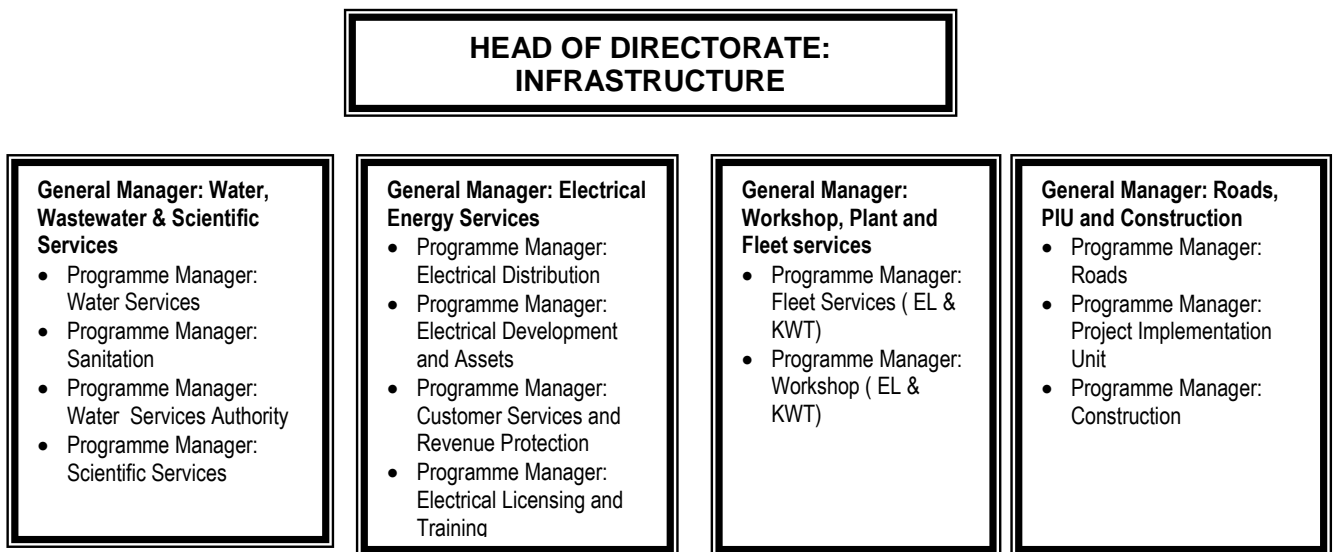


Figure 6: Infrastructure

2.5 Directorate: Municipal Services

The Directorate Municipal Services only has the following Departments, namely:

- Solid Waste Management
- Environmental, Amenities & Arts & Cultural Services
- IEMP & Sustainable Development

Figure 7 details the organogram of the Directorate of Community Services up to management level.

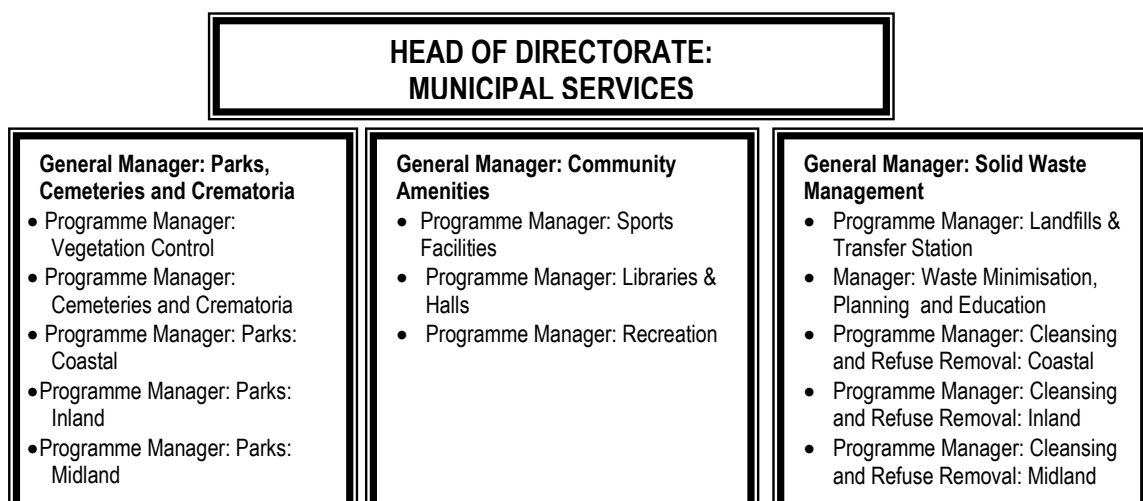


Figure 7: Municipal Services

2.6 Directorate: Health, Public Safety and Emergency Services

The Directorate Health, Public Safety and Emergency Services has the following Departments, namely:

- Municipal Health Services
- Public Safety and Protection Services
- Emergency Services

Figure 8 details the organogram of the Directorate of Health, Public Safety and Emergency Services up to management level.

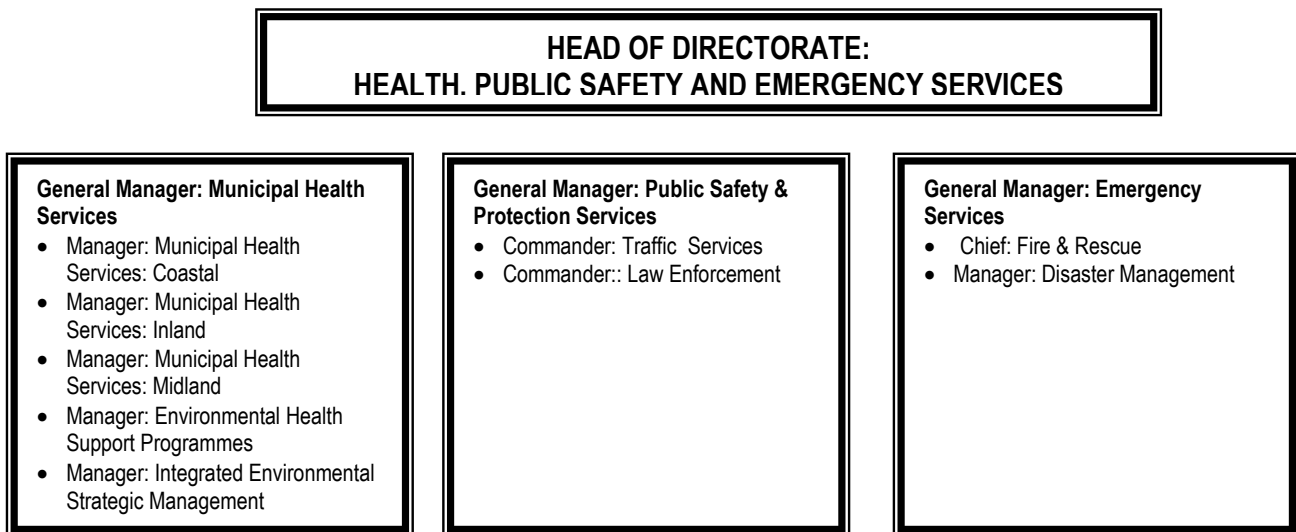


Figure 8: Health, Public Safety and Emergency Services

2.7 Directorate: Finance

The Directorate Finance consists of the following departments, namely:

- Asset & Risk Management
- Revenue Management
- Budget & Treasury
- Supply Chain Management

Figure 9 details the organogram of the Directorate of Finance up to management level.

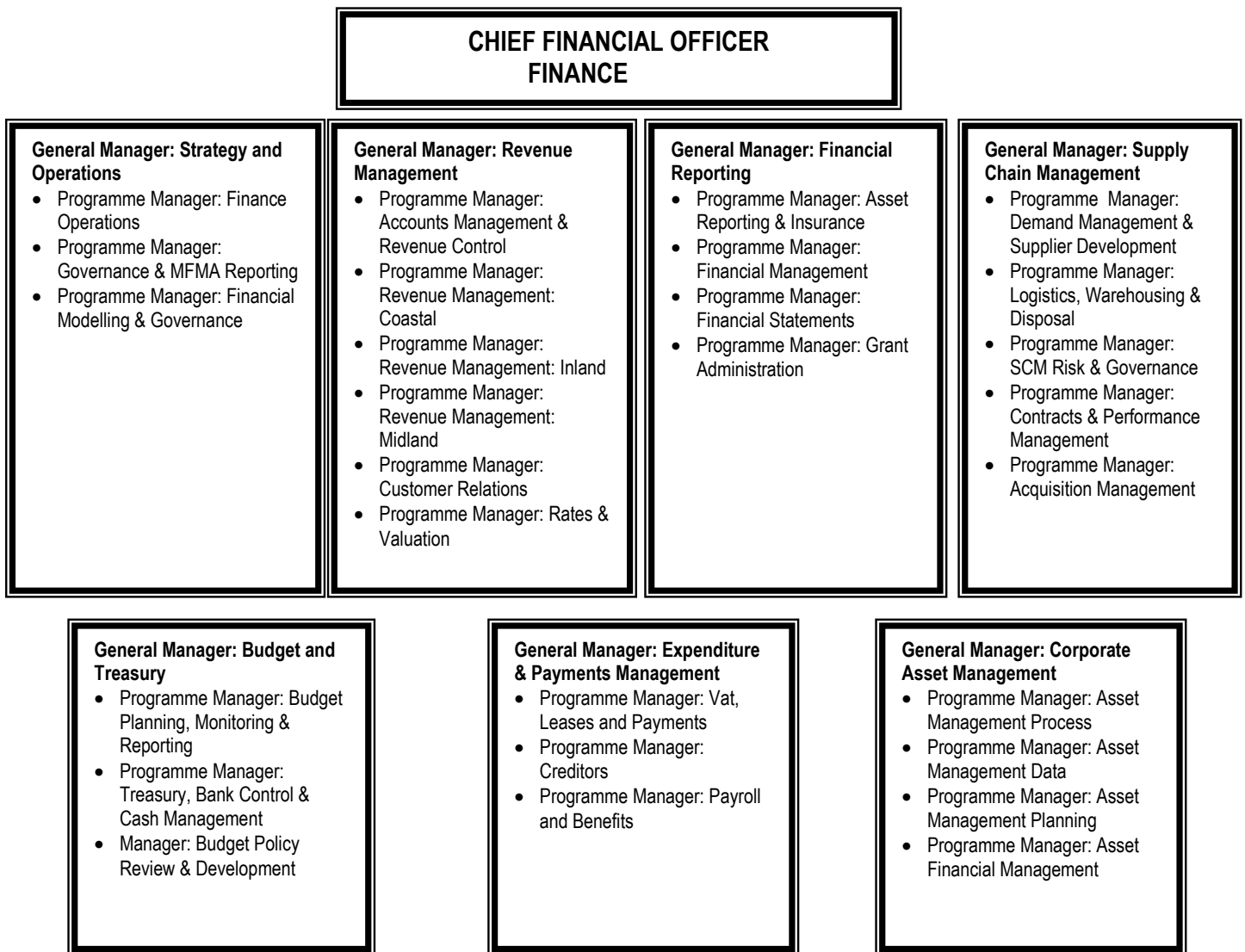


FIGURE 9: FINANCE

2.8 Directorate: Human Settlement

The Directorate: Human Settlement consists of the following departments, namely:

- Housing Planning & Strategy
- Housing delivery & Implementation
- Human Settlement Special Projects

Figure 10 details the organogram of the Directorate: Human Settlement up to management level.

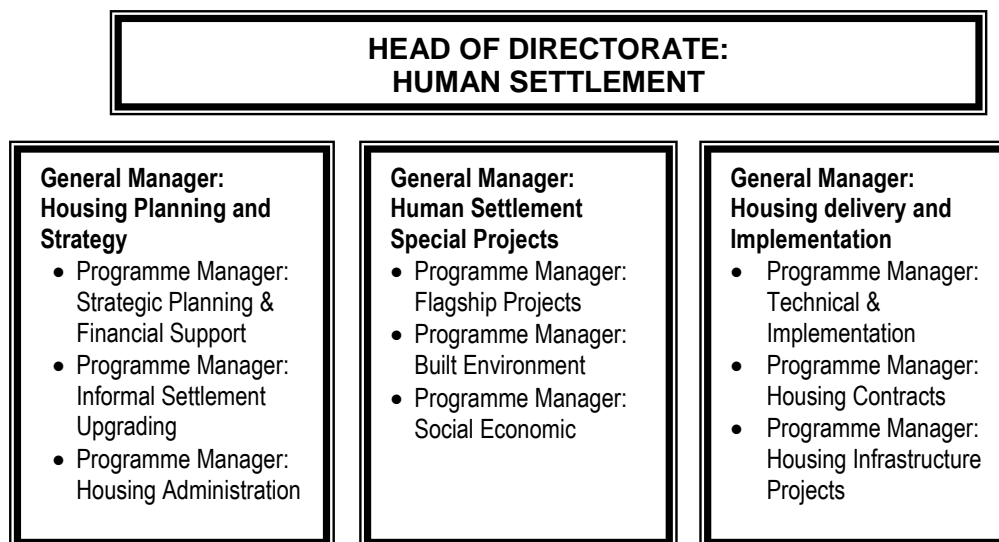


Figure 10: Human Settlement

2.8 Directorate: Economic Development and Agencies

The Directorate: Economic Development and Agencies consists of the following departments, namely:

- Fresh Produce Market
- Trade, Industry and Rural Agrarian
- Tourism, Arts, Culture and Heritage

Figure 11 details the organogram of the Directorate: Economic Development and Agencies up to management level



Figure 11: Economic Development and Agencies

SECTION H

FRAMEWORK FOR THE MANAGEMENT OF PERFORMANCE

1. Introduction

1.1 Strategic Objectives of a Performance Management System

In the local government context, a comprehensive and elaborate system of monitoring performance of municipalities has been legislated. This system is intended to continuously monitor the performance of municipalities in fulfilling their developmental mandate. Central to this is the development of key performance indicators as instruments to assess performance. These indicators help to translate complex socio-economic development challenges into quantifiable and measurable outputs. They are therefore crucial to improving the quality of life for all.

The Municipal Planning and Performance Management Regulations (2001) define a Municipality's Performance Management System as "a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players" (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001).

Buffalo City Metropolitan Municipality (BCMM) believes that the principles of performance management should:

- Drive change and improve the performance of the organisation;
- Focus the organisation's work on its priorities;
- Measure the organisation's overall performance against set objectives;
- Align strategic objectives and priorities with individual work plans;
- Identify success as well as failure; and
- Identify good practice and learning from others' successes.

1.2 Policies and Legislative Framework for Performance Management

The framework for Performance Management is informed by the following legislative and policy instruments:

- The Constitution of the RSA, 1996 (Act 108 of 1996)
- The White Paper on Local Government (1998)
- The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
- Municipal Planning and Performance Management Regulations 2001(No 796, 24 August 2001)
- Regulations for Municipal Managers and Managers reporting directly to Municipal Managers, 1 August 2006
- The Local Government : Municipal Structures Act, 1998 (Act 117 of 1998)
- The Local Government: Municipal Financial Management Act , 2003 (Act 66 of 2003)
- The Batho Pele White Paper (1998)

The BCMM has developed and implemented a performance management system in accordance with the legislated instruments. The main objective of the system is to guide and manage the performance of the municipality (as an organisation) and employees (as individuals) throughout the City.

1.2.1 The Local Government: Municipal Systems Act, No. 32 of 2000.

This legal instrument requires that a Municipality must:

1. Develop a Performance Management System;
2. Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP);
3. Publish an Annual Report on performance for the Councillors, staff, the public and other spheres of Government;
4. Conduct an internal audit of performance;
5. Have their annual performance report audited by the Auditor-General; and
6. Involve the community in setting indicators and targets and reviewing municipal performance.

1.2.2 The Local Government: Municipal Planning and Performance Management Regulations, 2001.

This legal instrument requires that a Municipality must when developing its Performance Management System, ensure that the system:

1. Complies with all the requirements set out in the Local Government: Municipal Systems Act;
2. Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting;
3. Clarifies the roles and responsibilities of each role player, including the local community, in the functioning of the system;
4. Clarifies the processes of implementing the system within the framework of the Integrated Development Planning process;
5. Determines the frequency of reporting and the lines of accountability for performance; and
6. Aligns with the Municipality's Employee Performance Management processes.

In terms of Section 43 of the Local Government: Municipal Systems Act, the Minister has prescribed general KPIs that every municipality must report on. The following general KPIs are legislated:

1. The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
2. The percentage of households earning less than R1100-00 per month with access to free basic services;
3. The percentage of the Municipality's capital budget actually spent on capital projects in terms of the IDP;
4. The number of local jobs created through the Municipality's local economic development initiatives, including capital projects;
5. The number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan;

6. The percentage of a Municipality's budget actually spent on implementing its workplace skills plan; and
7. Financial viability with respect to debt coverage; outstanding debtors in relation to revenue and cost coverage.

1.2.3 The Local Government: Municipal Finance Management Act

The Local Government: Municipal Finance Management Act contains various provisions relating to municipal performance management. It requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan with service delivery targets and performance indicators. When adopting the annual budget the Municipality must also set measurable performance targets for each revenue source and vote.

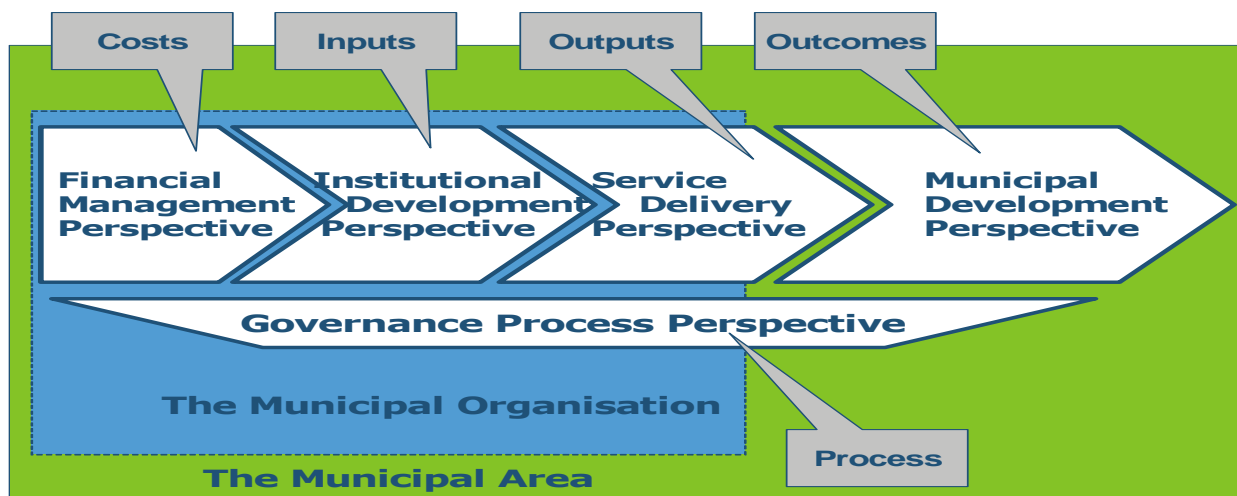
The objective of institutionalising a Performance Management System (PMS) is to serve as a primary mechanism to monitor, review and improve the implementation of the Municipality's IDP.

In doing so it:

- Promotes accountability;
- Facilitates decision-making and resource allocation;
- Guides development of municipal capacity-building programmes;
- Creates a culture of best practice and shared learning among Municipalities;
- Provides early warning signals and facilitates the development of intervention mechanisms;
- Creates pressure for change at various levels; and
- Contributes to the overall development of a Local Government System.

2. The Municipal Scorecard

The Municipality has adopted the Municipal Scorecard as its performance management model. In terms of the model, indicators are grouped together into five (5) perspectives as depicted in figure 1.1. below -



This perspective is intended to indicate if the desired development outcomes are being achieved. The measurement of developmental outcomes is useful in informing whether or not policies and strategies are having the desired impact.

2.2. The Service Delivery Perspective

This perspective indicates how well the municipality is performing with respect to the delivery of services and products.

2.3. The Institutional Development Perspective

This perspective assesses performance with respect to the management of municipal resources including, inter alia, the following:

- Human Resource allocation;
- Information management;
- Organizational Infrastructure; and
- Asset management.

2.4. The Financial Management Perspective

This perspective assesses how the municipality is performing with respect to its financial management, including inter alia:

- Operating income;
- Operating expenditure;
- Financing infrastructure investments;
- Capital expenditure; and
- Financial management.

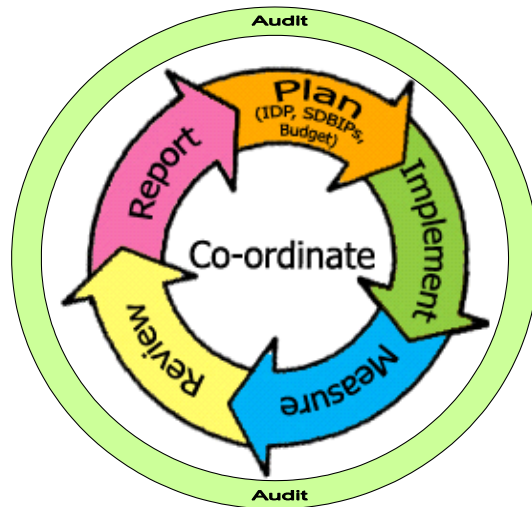
2.5. Governance Process Perspective

This perspective indicates how the municipality is performing with respect to its engagements and relationships with its stakeholders including inter alia:

- Public participation, including the functionality and impact of ward committees'
- Functionality and impact of municipal governance structures (Council structures including the offices of the Speaker, Executive Mayor and Portfolio Committees.);
- Access to information' and
- Intergovernmental relations.

The Process of Managing Organisational Performance

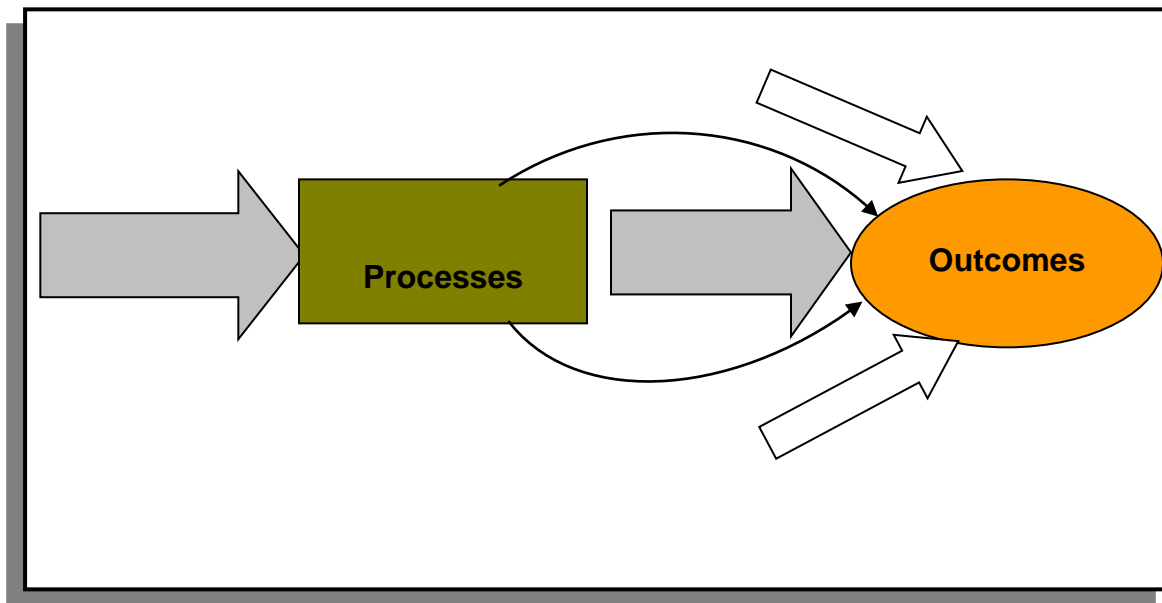
To be effective performance management must form part of daily management activities. The Performance management cycle is illustrated on figure 1.2. below:



Figure

1.2

The Municipal Scorecard model is based on the cause-and-effect assumption. This cause and effect relationship is depicted schematically in Figure I.3.



3. Scorecards

Performance management is applied to various levels within the municipality. The legislative framework provides for performance management at various levels including institutional (also referred to as municipal, organisational, strategic or corporate) level, operational (also referred to as services, departmental or section/team) level, at the level of Executive Directors in terms of section 57 of the Local government: Municipal Systems Act and lastly, at individual level.

The Institutional Scorecard

At institutional level the IDP forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it have a longer-term focus.

The system is configured around the five (5) Key Performance Areas (KPA) identified by Department of Co-operative Governance and Traditional Affairs, namely:

- Municipal Transformation & Organisational Development
- Infrastructure Development and Service Delivery
- Local Economic Development
- Municipal Financial Viability & Management
- Good Governance & Public Participation

The institutional scorecard provides an overall picture of performance for the municipality as a whole, reflecting performance on the strategic priorities set in the IDP. The developmental perspective of this scorecard necessitates that information be also collected from other development role players in the municipal area. These include other spheres of government, business formations and civil society organisations.

The institutional scorecard is reported to Council half-yearly, and reviewed annually.

The City Manager is primarily responsible for performance on the institutional scorecard. The institutional scorecard therefore forms a large component of how the City Manager's performance is appraised.

Service Delivery and Budget Implementation Plan (SDBIP)

At operational level the Service Delivery and Budget Implementation Plan forms the basis for performance management. The measures at operational level are captured in the SDBIP of the Municipality and the SDBIPs of the various Directorates.

The Service Delivery and Budget Implementation Plan (SDBIP) is comprised of sections dealing with the performance of each Executive Directorate, based on the funds allocated in the Budget. Unlike the Institutional Scorecard, which reflects on the strategic priorities of the municipality, the Service Delivery and Budget Implementation Plan [Directorate Scorecards] provides a comprehensive picture of the performance of the Directorates. It comprises objectives, indicators and targets derived from the service plan and service strategies for each Executive Directorate.

Each Senior Manager is primarily responsible for performance against the Service Delivery and Budget Implementation Plan [Executive Directorate scorecard]. The scorecard forms a large component of how each Senior Manager's performance is appraised.

Performance contracts in terms of Section 57 of the Local Government: Municipal Systems Act

Each Senior Manager is required to enter into a Performance Contract in terms of section 57 of the Local Government: Municipal Systems Act. In the case of the City manager, this agreement is entered into by and between the City Manager and the Executive Mayor. In the case of Executive Directors the agreements are entered into by and between each Executive Director and the City Manager. The primary foundation of these agreements is found in the Service Delivery and Budget Implementation Plan [Executive Directorate scorecard].

Performance against these scorecards is assessed quarterly.

Individual Performance

Individual or staff Performance Management deals with performance on the level of the individual employee. The Municipality has identified four (4) phases in the performance management process. These phases are planning, coaching, reviewing and rewarding. Measuring staff performance provides management with information on the behaviour of staff and outcomes in the workplace.

The annual performance agreements of managers and other officials are linked to the Service Delivery and Budget Implementation Plan of the municipality.

This process is illustrated by the diagram below:

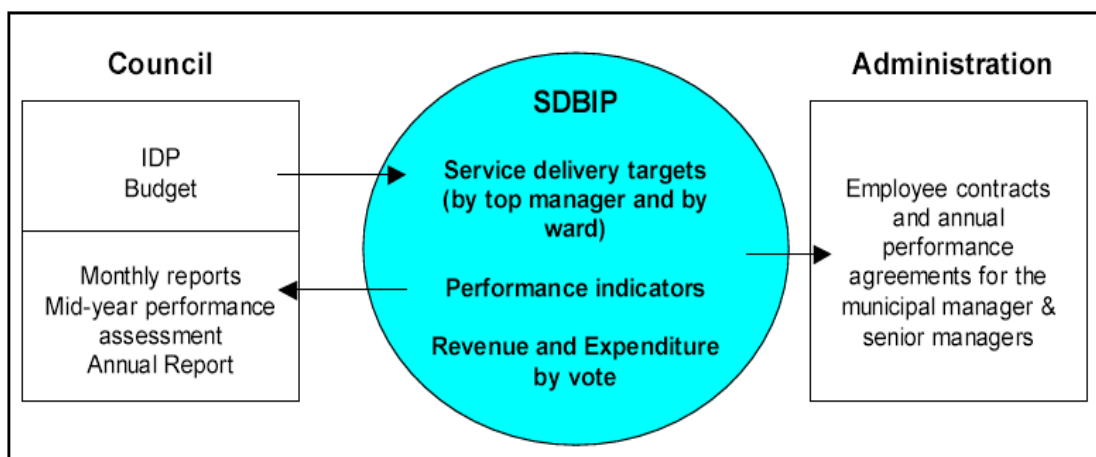


Figure I.4: SDBIP as a Management Tool

The process to roll-out employee performance management and development is underway as from 1 July 2012.

SECTION I

SUMMARY OF BCMM SECTOR PLANS

(a) OVERVIEW OF DEVELOPMENT SECTORS

Sectors are defined as fields of intervention aimed either at specific human needs (such as food, housing, water, health, education, transport, recreation) or as specific ways of satisfying human needs (such as agriculture, trade, mining, tourism). Sectors, as fields of intervention, are frequently related to specific planning and implementation agencies (departments, ministries) heading up such interventions. The key characteristic of sectors in the IDP process is that they may or may not be considered in the planning process, depending on the specific local needs and resources.

(b) ROLE OF SECTOR PLANNING IN IDP

Local government powers and functions are outlined in the 1996 Constitution and in the Municipal Structures Act. They vary from sector to sector and according to provincial discretion on the delegation of functions to municipalities in respect of some sectors. The principle underlying the role of sector planning in the IDP process can be summarised as follows:

- Sector planning requirements contained in national sectoral legislation in respect of municipal functions such as water and environment should be dealt with as part of the IDP process, where they are relevant to the local priority issues.

- Specific sectors which fall beyond the ambit of local competencies, such as education, may be directly related to the priority issues identified in a specific municipal area. As the municipality is not the implementation agency, attention will still need to be given to the planning process from analysis to integration; to facilitate alignment and co-ordination with other spheres of government and institutions, in the course of the IDP process. What is proposed is that even for sectors where there are no legally prescribed planning requirements, local government can use the integrated planning process to lever national and provincial sectoral contributions (funds and support) for development by ensuring compliance with national and provincial policy principles and sector guidelines. Local government can

also use the IDP process to lobby provincial sector departments by involving them in the local planning process at appropriate points.

Sector planning and national sector departments have set up municipal sector-driven planning requirements, to inform their strategic planning, budgetary and implementation processes. For example the Department of Water Affairs and Forestry requires municipalities that are Water Services Authorities to formulate Water Services Development Plans, and the Department of Housing requires municipalities to formulate a housing strategy and targets as part of their IDP process. These planning requirements are meant to assist in the process of alignment.

Sector planning requirements vary in nature and status. The following categorisation of requirements can assist municipalities in differentiating between the various kinds of requirements:

- (a) legal requirements for the formulation of a sector plan;
- (b) a legal compliance requirement;
- (c) a planning requirement to be undertaken as a component of, or part of, the IDP; and
- (d) a recommendation, which is deemed to add value to the municipal planning process and product.

BCMM SECTOR PLANS

1. Buffalo City Local Economic Development Strategy

1.1 Why Buffalo City needs a Local Economic Development Strategy

The future quality of life of Buffalo City's (BC) communities will depend on the ability of all stakeholders (public, private, civil society and labour) to collaborate, improve the District's global competitiveness and accelerate economic growth, job creation, black economic empowerment and poverty reduction. The Buffalo City Local Economic Development Strategy (BC LEDS) is a five-year implementation plan aimed at accelerating economic growth, job creation and empowerment. This BC LEDS provides a framework for united partnership action which will build on the critical strengths and resources of those who live, play and work in Buffalo City as well as strategic external partners (national and provincial government, foreign investors and financiers, tourists etc.).

The BC LEDES has a five-year horizon for the following reasons:

- Buffalo City's future trajectory will greatly depend on the extent to which capacity at the East London port is enhanced or not over the next 5 years. The LEDES will need to be adjusted in a few years' time based on the outcome. If sufficient expansion takes place, then growth in Buffalo City's manufacturing sector through new foreign and domestic investment and manufacturing restructuring strategies (including skills development) can be accelerated, in addition to selected services sectors. If expansion does not take place, Buffalo City will need to put significant resources into reinventing itself and restructuring the economy based on primarily promoting services sectors which assist in attracting and retaining certain population groups such as the youth as well as certain tourism markets.
- The speed with which global economic trends are evolving and impacting on the opportunities and threats facing the Buffalo City is increasing. Stakeholders in Buffalo City need to be constantly monitoring these trends and adjusting the BC LEDES on a continuous basis to ensure the threats are minimised and the opportunities are maximised.

The BC LEDES and the BC City Development Strategy differ in the following key aspects:

- (i) The LED Strategy is a medium-term (5yr) strategy, while the CDS is long-term framework for action (20yrs).
- (ii) The LED Strategy focuses primarily on actions which the BCMM can do something about, while the CDS raises broader issues requiring higher levels of intervention.
- (iii) The LED Strategy focuses on building a productive economy while the CDS also addresses governance, inclusivity and sustainability.

The following national, provincial and local strategies have been reviewed to inform the BC LEDES:

- Accelerated Shared Growth Initiative of South Africa (ASGISA);
- National Spatial Development Perspective (NSDP);

- Human Resource Development Strategy and Joint Initiative for the Prioritisation of Scarce Skills (JIPSA);
- South African Industrial Policy and National Sector Strategies;
- Regional Industrial Development Strategy (RIDS);
- Broad-Based Black Economic Empowerment initiatives;
- Provincial Growth and Development Strategy;
- Provincial Industrial Development Strategy;
- Provincial Skills Plan;
- BCMM City Development Plan;
- Buffalo City Tourism Master Plan; and
- East London Industrial Development Zone.

The main identified implications of the above strategies for the BC LEDS are as follows:

- (a) Buffalo City is classified nationally as having “medium potential” and is therefore not seen to be a national development priority, with Coega and Nelson Mandela Metro receiving priority in terms of the allocation of national infrastructure funding. This situation exists partly because of a lack of national understanding regarding the critical importance of Buffalo City in servicing a broader regional and rural economy which contains about 4 million people. The success of the BC and regional economy cannot be separated.
- (b) International critics of the government's industrial development strategy have noted that its major weakness is its failure to address what are termed “small industrial policy” issues which relate to the basic functioning of the business environment but which promise to substantially undermine the productivity and ease of doing business of existing investors/businesses in South Africa. Issues such as crime, home affairs procedures regarding visas, government decision-making time-frames, general attitudes of government towards business, land availability, transport reliability and local municipal services are seen to be just as important, if not more so, than big industrial support programmes. This finding represents a major opportunity for Buffalo City to focus on getting the basics right and differentiate its business environment from those of its bigger City competitors by

ensuring the existing businesses are treated well and that basic services and decision-making process are efficient.

(c) The focus on addressing constraints to growth needs to be addressed at a local level and the following opportunities are highlighted:

- The ASGISA Infrastructure Plan and national budgetary surplus represents a golden opportunity for Buffalo City to tap into a massive infrastructure investment phase after years of neglect. If this does not happen, there is the danger that Buffalo City will not receive meaningful infrastructure investment required to ensure that its port, airport, road and rail infrastructure are able to competitively service export oriented activity. This threatens to undermine the economic sustainability of Buffalo City. The EL IDZ will not attract much foreign direct investment if logistics infrastructure constraints are not addressed. The BC LEDS proposal must therefore address this issue as well as consider different future economic scenarios for Buffalo City. If logistics infrastructure is not expanded, the focus will need to be on providing a supportive business environment for domestic investment. If capacity is addressed, more focus on a foreign investment strategy will be required.
- National strategies and funds for agriculture, tourism, business process outsourcing, film, clothing and textiles, and automotive sectors mean that significant national funds are being spent as well as the provision of an increasingly supportive regulatory environment to accelerate the growth of these sectors and BC needs to develop and adequately resource its own local strategies in these sectors to capitalise on these opportunities. The lack of provincial strategies as well as sector-focused expertise presents a challenge to Buffalo City in terms of the possible marginalisation of Buffalo City in terms of initiatives which maximise opportunities in these sectors. The BCCDS does not identify detailed strategies for agriculture, manufacturing or services sectors and this is therefore a critical focus of the BC LEDS.

- The focus on advanced manufacturing must be supported, especially with respect to an automotives supplier development programme which assists suppliers to upgrade their technological capabilities.
 - Future tourism growth will depend on a wide range of factors including improvements in logistics infrastructure, tourism infrastructure (e.g. beach front), branding and marketing and additional resources are required to implement a number of priority initiatives which have already been identified.
 - The increasing focus on regulatory constraints to economic growth must be pulled down to the local level to inform refinements to priority municipal processes which constrain economic development (for example through a Red Tape Reduction Process as well as through other continuous improvement processes).
- (d) Within Buffalo City, the majority of economic growth potential exists in East London and certain other locations (e.g. rural settlements and Dimbaza) do not have significant economic potential. The focus on these areas of low potential needs to be on building the skills base of people living these areas so that they can access economic opportunities elsewhere. In addition, opportunities to identify and develop tourism facilities and attraction in Dimbaza, as well as strengthen transport system connections to linked employment centres, should be pursued.
- (e) The critical importance of labour force skills development is being recognised by local governments who are playing an increasingly active facilitation role in linking the SETAs, education service providers and key economic sectors in order to enhance the development of appropriate local skills training programmes which effectively meet the needs of the local economy.

1. HOUSING SECTOR PLAN

1.1 Introduction

Buffalo City Metropolitan Municipality, with the assistance of the Provincial Department of Human Settlement, has prepared this Housing Sector Plan as a component of the Integrated Development Plan. This Housing Sector Plan is based on the principles, policies and proposals of the Housing Policy and Implementation Plan prepared in 2003. It contains an assessment of the current housing need, the situation regarding the current projects, infrastructure and key institutional issues affecting delivery.

The plan sets out the strategic framework with objectives and strategies felt necessary to enable the delivery of a range of accommodation choices to meet the needs of the city over the next five years and beyond. The various projects involving Breaking New Ground projects, Individual Project Linked Subsidy projects, Middle income housing, Social housing, High density housing and disaster affected housing projects are depicted on schedules with budgets and time frames.

1.2 Situation analysis

The City has a diverse built environment with extremes of density ranging from 184 dwelling units per hectare in DuncanVillage to 12 dwelling per hectare in Mdantsane, 4 dwellings per hectare in Gonubie and less than 1 dwelling per hectare in the rural settlements. The City tends to have a fragmented spatial character with most families residing within the urban core of East London and King William's Town and in informal settlements situated alongside formal settlements and developed suburbs.

The delivery of sustainable housing is integral to the city's vision; however there are many challenges to the delivery of housing including:

- Slow and complex land identification and development processes;

- Limited land in close proximity to the city centre;
- Land invasions and uncontrolled growth of informal settlements;
- Limited capacity of bulk services to meet the demands of new developments (roads, water, sewerage, electricity and storm-water);
- Securing funds for the coordinated supply of social infrastructure such as schools, clinics, sports and recreational facilities and operational costs associated with managing the services;
- Variation between National and Provincial norms and standards;
- Slow response by Province with respect to approval and conclusion of delivery contracts, movement of funds and poor decisions on approval of projects;
- Withdrawal of large construction groups due to low profit margins;
- Complex and time-consuming procurement processes;
- The HIV/Aids crisis is likely to result in a skewed demographic profile comprising relatively more elderly and orphaned children and fewer economically active adults, with the probable future need for more communal housing for the care of the elderly and orphans.

It is a well-known fact that further development in many areas of the Buffalo City Municipal area are hamstrung due to insufficient hydraulic capacity at various sewerage treatment plants, mainly in King Williamstown, Mdantsane and Amalinda.

There is a lack of integration between planning, environmental, engineering, finance and housing practitioners. This Housing Policy is seen to be the first opportunity to achieve a multi-disciplinary approach to housing delivery. This will require a different attitude to departmental relationships and a new approach to management of human resources. It will also require the Council and Directorates to assign priority to housing in order to achieve results.

Whilst the city wishes to manage the process, its current capacity prevents it from becoming an accredited Housing Institution and developer in the full sense of the word. The serious lack of capacity within the municipality requires consideration of other strategies, which could involve outsourcing of functions to project managers, developers, main contractors and non-government organisations.

1.3 Strategic framework

1.3.1 Key Issues

A set of key issues affecting delivery were identified, namely;

1.3.2 Institutional Capacity

The serious lack of capacity within the municipality in most technical and administrative departments is hampering the vision of integrated delivery to achieve sustainable human settlements

1.3.3 Housing Need

According to the Housing Policy, it is estimated that there is a current need for 75 000 homes including all levels of income and housing types, but excluding rural settlements. This constitutes some 35% of the total housing need in the Eastern Cape Province. The current municipal housing waiting list comprises approximately 40 000 applicants.

1.3.4 Housing Backlog

The municipality has focused a considerable investment in planning new housing developments with some 78 000 sites having been planned in various parts of the city. Unfortunately, a large number of planned projects (estimated to involve 58) have been delayed for many years due to lack of bulk infrastructure capacity and delays in donation of land between the Department of Land Affairs and the municipality.

1.3.5 Infrastructure

One of the key development constraints in the city is the shortage of bulk infrastructure capacity, particularly in the areas where new development is favoured. This challenge is bound to delay the implementation of new housing projects despite the availability of buyers and private development finance. Mechanisms to overcome a shortage of funds for bulk infrastructure involving development contributions and levies payable by developers are being investigated.

1.3.6 Housing vision

The housing vision for the Buffalo City Metropolitan Municipality is as follows:

“Buffalo City Metropolitan Municipality envisages a future whereby integrated communities will be living in a sustainable environment where all residents have access to a variety of accommodation opportunities; close to transport, social facilities and employment. The Housing Policy sets out the policy framework, strategies, implementation actions and funding requirements to achieve this vision.”

1.3.7 Objectives and Strategies

This Housing Sector Plan proposes an appropriate set of objectives and strategies to achieve service delivery over the next five years and beyond. In order to ensure the municipality has the Institutional capacity and systems to implement housing projects and remain accredited status (Level 1 followed by Level 2 and 3 thereafter), it is necessary to establish a designated multi-disciplinary team, formulate a set of procedures to guide implementation of projects, establish a Housing Development Bridging Finance Fund and devise an appropriate quota system for allocation of subsidized housing to meet the needs of special groups, aged and disabled.

Attaining a high level of consumer participation, appropriate consumer relations and a Housing Needs Data Base will require introduction of a consumer advice and awareness training programme (to be linked to every housing project) the creation of a beneficiary housing needs data base which takes into account equitable allocation procedures and special needs and, a register of occupants of informal settlements.

Effective housing delivery requires stakeholder partnerships and in order to have effective participation it is necessary to establish an emerging contractor skills training and mentorship programme, introduce an accreditation process for support agencies and contractors and prepare and enter into appropriate stakeholder agreements.

Meeting the backlogs and addressing the housing needs of all income groups over the next five years, will require improved housing delivery through building internal capacity to project manage, supervise and monitor housing development, utilizing accredited support agencies, NGO's and outsourced expertise, engaging developers, main contractors and emerging contractors to develop projects at scale and, finally, developing Integrated Sustainable Human Settlements by linking new mixed use development projects to transportation, schools, clinics, retail facilities, employment opportunities and other services.

The housing environment will need to be enhanced through providing sustainable development in safe areas, avoiding steep slopes and flood plains. In addition, it will be necessary to upgrade the planning and project preparation phase to integrate environmental, social and economic development aspects.

The municipality intends to improve on the settlement upgrading programme in rural and urban areas as a matter of priority and in so doing it will conduct a detailed study and feasibility analysis of upgrading of all informal settlements, prepare business plans for the application for land reform and settlement funding from DLA for prioritized rural settlements and implement a prioritized settlement upgrading programme.

Acquisition and preparation of land is considered a vital component of housing delivery, and in order to assemble appropriate land to meet the demand for a variety of choices and typologies of housing in mixed use development areas the city will conduct a land audit to identify strategic parcels of land, conduct valuations and appraisals into development feasibility, formulate a land acquisition strategy in partnership with Dept. of Land affairs to acquire private and State owned land on a prioritized basis to prepare for new housing development and, adopt a managed process of releasing strategic land parcels to facilitate social and private sector housing development.

As a component of achieving integrated sustainable human settlements, the municipality is committed to embark on a high density housing initiative to manage urban sprawl. This is seen as a strategic intervention to counter expected shortage of land and services for housing in the

years to come. The initiative proposes to position higher density housing in precincts close to transport nodes, along corridors and economic hubs.

A further component of integrated sustainable human settlement is social housing and its role in directing development into designated inner city development zones. The city proposes to establish and maintain a Social Housing Support System which will build the capacity of the Social Housing support office in the municipality, establish a platform for regular communication with housing associations, conduct a survey of needs and establish a support programme to facilitate Social Housing agencies, co-ordinate the formulation of a Social Housing Plan with relevant stakeholders to achieve increased delivery at strategic nodes and development areas and ultimately, implement an integrated social housing support programme, taking into account best practice and lessons from other parts of the world.

2 Buffalo City Integrated Sustainable Human Settlement Plan (ISHSP): -

3.1 Background to the ISHSP 2011

After the launch of the Breaking new Ground Policy in 2004 and the introduction of the concept of sustainable human settlements into the discourse relating to housing provision in South Africa, the Buffalo City Metropolitan Municipality (BCMM) initiated a process to develop what it has termed its Integrated Sustainable Human Settlement Plan (ISHSP) in 2005.

After due process, in mid-2006 the Municipality appointed a Professional Team, UMHLABA Consulting Group (Pty) Ltd and UWP Consulting Engineers, to assist with the formulation of the ISHSP. Work commenced in this regard in November 2006.

The ISHSP approach is described as follows: -

- The ISHSP fits in between the Buffalo City Development Strategy (CDS) and the IDP, where it is seen as a strategic planning process intended to facilitate consensus regarding the policies and actions required to deliver a range of different types of accommodation in BCMM, within the broader framework of infrastructure, transport, economic and social development initiatives as set out in the Buffalo City Development Strategy and the 5-Year IDP.

- The ISHSP is more focused at identifying what is required for sustainable human settlement, with socio-economic elements/inputs becoming key driver(s) more than simply housing *per se*. That is, the Plan attempts to provide pointers towards what is required for communities to become more “sustainable” in the different localities across Buffalo City, with housing and associated services only forming part of the potential interventions.
- Therefore, the Plan aims to facilitate integration in planning & implementation of projects by the various Municipal and other government services branches/departments in fostering the economic growth/sustainable development of specific areas within Buffalo City that are spatially grouped as “zones” or “clusters” of places that have similar characteristics.
- As part of this approach, however, it remains necessary to define what is appropriate for growth or development of different areas, given their assessed development potential (resource base taking into account the various dimensions of “capital” – social capital, natural capital, human capital, physical capital and financial capital).
- Accordingly, the Plan will conclude with some form of prioritisation regarding where the Municipality should place more weight on its efforts in order to achieve productive developmental outcomes and where lower levels of intervention would suffice to ensure basic levels of service in the 10-year time frame.

Defining the Clusters (Units of Study for ISHS Plan)

In order to define the Clusters for the 2010/11 ISHSP, the following data were used as inputs: -

- Work done to demarcate Land Reform & Settlement Zones in terms of the Amathole District Municipality’s Land Reform & Settlement Plan in 2003 (revised in 2005);
- Work done by the French Agricultural Research institute (CIRAD) in 1999, which identified certain functional characteristics of areas in a broader area (including Buffalo City). The work was based on participatory techniques that involved communities “mapping” their understanding of the types of activities in their local areas, and identifying typical features of their areas. The types of areas identified as a result of this exercise were mapped by a GIS and included typifying areas as communal, urban-influenced, urban as well as distinguishing rural areas by type of agricultural production – e.g. arable or stock farming;

- SDF inputs, principally the Urban Edges but also work done by UWP in typifying characteristic areas (or settlement “types”) in the period 2001 to 2007;
- Cadastral layers from the Surveyor General; and
- Census 2001 enumerator areas (Sub-Places), which were taken as useful inputs given that they enabled easier data analysis in regard to social and economic data sourced from SSA

A pragmatic combination of the above inputs was used but the imperative, in line with the overall approach, was to ensure that areas were not fragmented but were demarcated in a geographically contiguous manner wherever possible. These are illustrated below in Figure 1.

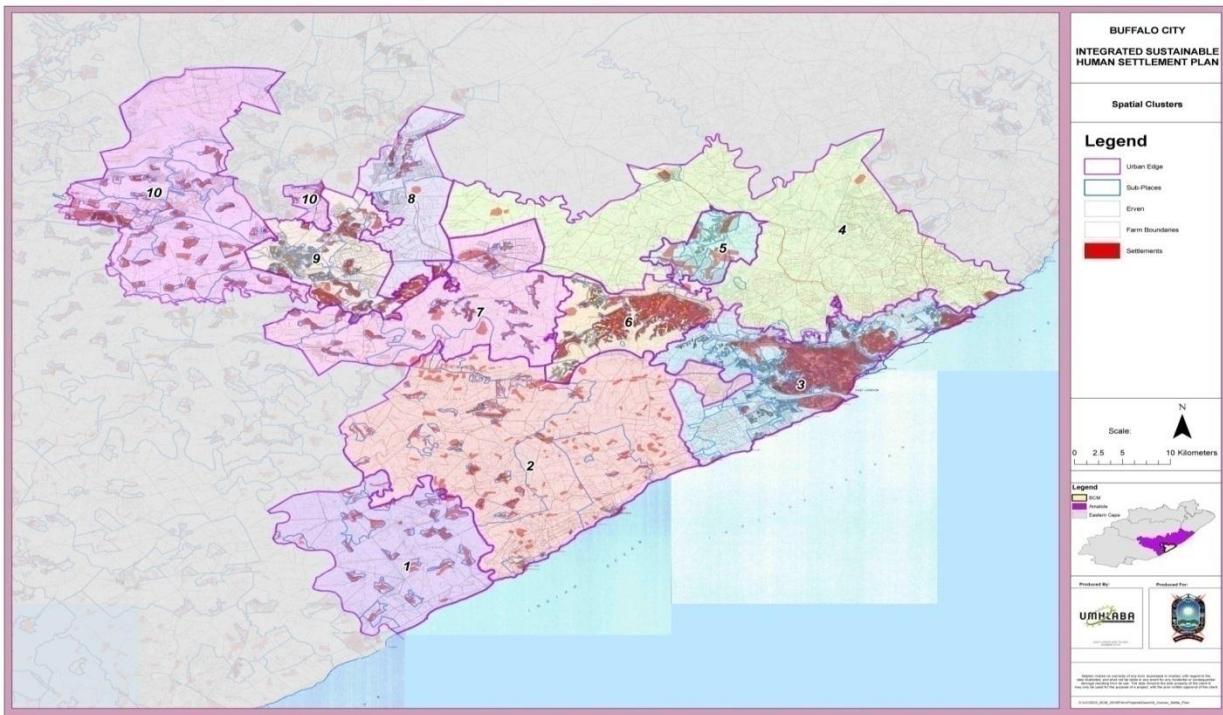


Figure 1: The 10 Clusters comprising the “Units of Study” of the ISHSP 2011

The 10 Clusters forming the Units of Study for the ISHSP are described broadly as follows: -

Cluster No.	Description of Area(s) comprising Cluster	Description of Distinguishing Features or Activities in Cluster
1	Tyolomnqa	<p>Predominantly rural settlement area previously administered by Ciskei pre-1994.</p> <p>Comprised of registered and un-registered state land and rural settlements administered in terms of Traditional African rules. Tenure is old-order rights (Permission to Occupy [PTO]).</p> <p>Predominant livelihoods base appears to be subsistence agriculture, wage remittances and social grants</p> <p>Estimated total population based on a Population Study undertaken as an input study into the ISHSP in 2010 is around 36,000 people.</p>
2	Ncera/RA32/Umtiza	<p>Composite area comprising of rural settlement areas, nature reserve and commercial farms, with coastal towns and resorts on south-east coast.</p> <p>Ncera area planned rural settlement area with discrete villages and associated commonage.</p> <p>Tenure a mix of freehold and lesser, old-order rights (PTOs etc.)</p> <p>Livelihoods base appears to be commercial agriculture (predominantly stock-farming), subsistence agriculture, formal employment (commuting), wage remittances and social grants</p> <p>Estimated total population based on a Population Study undertaken as an input study into the ISHSP in 2010 is around 35,000 people.</p>
3	Greater East London	<p>Composite area comprising of urban settlement (West Bank, East London, Beacon Bay, Gonubie), commercial farms, coastal reserves.</p> <p>Tenure largely freehold with parts of Duncan Village retaining lesser, old-order rights (letting units and leasehold). Informal settlement a feature of certain local areas.</p> <p>Livelihoods largely urban-based with employment in formal and informal sectors, with some commercial agriculture (more intensive – cash-crops etc.), social grants.</p> <p>Estimated total population based on a Population Study</p>

Cluster No.	Description of Area(s) comprising Cluster	Description of Distinguishing Features or Activities in Cluster
		undertaken as an input study into the ISHSP in 2010 is around 311,000 people.
4	Rural North/North-East	<p>Rural area with predominantly extensive land holdings (commercial farms) with minor urban components being Macleantown and coastal resorts of Sunrise-on-Sea and Kwelera Nature Reserve.</p> <p>Tenure freehold.</p> <p>Livelihoods base is agricultural activities (largely intensive – cash crops) and tourism based (along coast).</p> <p>Estimated total population based on a Population Study undertaken as an input study into the ISHSP in 2010 is around 21,000 people.</p>
5	Newlands	<p>Traditional African rural settlement area with discrete settlements (villages) interspersed with arable lands and free-range grazing.</p> <p>Tenure is mix of quitrent (equivalent to freehold) and lesser, old-order rights (PTOs). Township establishment taken place for some settlements. Livelihoods base is largely subsistence agriculture, wage remittances and labour commuting, and social grants.</p> <p>Estimated total population based on a Population Study undertaken as an input study into the ISHSP in 2010 is around 29,000 people.</p>
6	Mdantsane-Potsdam	<p>Predominantly urban area with distinctive “township” settlement pattern, with peri-urban settlements on northern and western fringes of Cluster.</p> <p>Tenure is lesser, old-order rights (Deed of Grants) or informal. Livelihoods base is formal and informal economic activities, labour commuting to places of employment, some subsistence agriculture and social grants.</p> <p>Estimated total population based on a Population Study undertaken as an input study into the ISHSP in 2010 is around 253,000 people.</p>
7	Berlin/Amandlambe	<p>Composite area comprising town of Berlin and traditional African rural settlement areas south/south-west of Berlin.</p> <p>Tenure is mix of freehold and lesser, old-order rights (PTOs).</p>

Cluster No.	Description of Area(s) comprising Cluster	Description of Distinguishing Features or Activities in Cluster
		<p>Livelihoods base appears to be limited formal occupations, labour commuting, wage remittances, subsistence agriculture and social grants.</p> <p>Estimated total population based on a Population Study undertaken as an input study into the ISHSP in 2010 is around 38,000 people.</p>
8	Yellowwoods/KWT Rural	<p>Rural area with some traditional African settlements in Yellowwoods area, and other, more extensive land-holdings.</p> <p>Tenure in the area is a mix of informal, freehold and lesser, old-order rights (PTOs).</p> <p>Livelihoods base appears largely subsistence agriculture, labour commuting and social grants.</p> <p>Estimated total population based on a Population Study undertaken as an input study into the ISHSP in 2010 is around 12,500 people.</p>
9	Greater KWT	<p>Composite area comprising of urban settlement (King William's Town, Bhisho, Zwelitsha, Phakamisa, Ginsberg, Breidbach), smallholdings, and Municipal commonage.</p> <p>Tenure largely freehold with Zwelitsha retaining lesser, old-order rights (letting units and Deed of Grants). Informal settlement a feature of certain local areas.</p> <p>Livelihoods largely urban-based with employment in formal and informal sectors, with some subsistence agriculture, labour commuting and wage remittances, and social grants.</p> <p>Estimated total population based on a Population Study undertaken as an input study into the ISHSP in 2010 is around 129,000 people.</p>
10	Dimbaza/Pirie	<p>Composite area comprising town of Dimbaza and traditional African rural settlement areas to north, east and south (Mngqesha, Joseph Williams, Rhayi etc.).</p> <p>Tenure is mix of freehold and lesser, old-order rights (Deed of Grants and PTOs).</p> <p>Livelihoods base appears to be limited formal occupations, labour commuting and wage remittances, subsistence agriculture and social grants.</p>

Cluster No.	Description of Area(s) comprising Cluster	Description of Distinguishing Features or Activities in Cluster
		Estimated total population based on a Population Study undertaken as an input study into the ISHSP in 2010 is around 119,000 people.

3.2 Key Deliverables and Milestones of the ISHSP 2011

The project is structured to be made up of **three broadly defined Phases**: -

Phase 1 -	Wherein the focus is on setting up the project's institutional structures, including the Municipal Technical Team and holding a first technical meeting to sign off on the project Service Level Agreement and Project Plan.
Phase 2 -	<p>The second phase of the project is essentially aimed at formulating a clear Problem Statement setting out the challenges and opportunities relating to the formulation of the relevant objectives, strategies and proposals to make up the Integrated Sustainable Human Settlement Plan.</p> <p>In order to reach a properly formulated Problem Statement, this phase comprises a number of activities as indicated in the attached Project Plan, amongst which the key milestones/objectives are: -</p> <ul style="list-style-type: none"> • Establishing the current status of housing projects in the Buffalo City area. • Clarifying the current Institutional Framework for the development of Human Settlements in Buffalo City. • Defining clearly the legal and policy framework for Human Settlement Development and the associated roles and responsibilities of different agencies/roleplayers in human settlement development. • An assessment of the status of human settlements in Buffalo City per cluster, which would rely on secondary data and would focus on describing for each spatially defined cluster base data (e.g. demographic data, socio-economic data, settlement pattern, housing backlog, infrastructure status, social facilities provision). The envisaged objective of this block of work is to identify needs and shortcomings in the provision of infrastructure, housing and social facilities as well as opportunities for the development of these together with potential local economic opportunities. • Providing an overview of the status of key Sector Plans in order to establish the state of readiness of the Municipality and other key agencies relevant to the development of sustainable human settlements. • Assessing the Planning and Implementation Programmes of Key Government departments relevant to the development of sustainable human settlements.

<p>Phase 3 -</p>	<p>The final phase of the project entails the various streams of work that will make up the overall Integrated Human Settlement Development Plan.</p> <p>The key components of the Plan (core outputs) are listed as follows: -</p> <ul style="list-style-type: none"> • The <u>ISHS Strategic Framework</u>, which sets out the basic policy guidelines, key performance areas, objectives and strategies and delivery targets in relation to human settlement development; • The <u>Spatial Framework</u> which focuses on identifying (within the broader context of the BCMM SDF) key areas where housing delivery is to be prioritised in the various clusters as well as implementation guidelines relating to desired settlement form and density; • The <u>Civil Infrastructure Development Framework</u> which focuses on identifying the key infrastructure installations (bulk networks) and priority projects to enable a programme of human settlement development to be sustained over the 10-year planning time frame; • The <u>Social Infrastructure Development Framework</u> which aims to identify the requirements for various forms of social infrastructure within the different clusters to ensure that adequate provision is made towards that component of sustainable human settlements. • The overarching <u>10-Year Human Settlement Development Programme</u> which will aim to tie together the various facets of sustainable human settlement development in both the urban and rural contexts of Buffalo City, and which includes a draft Inter-Governmental Implementation Protocol that could be used by the Municipality as the basis for negotiation with state development agencies and Government departments.
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Overall, the ISHSP will aim to describe a strategic approach for BCMM to reach a state of development where all human settlements (urban and rural) in its area of jurisdiction will conform to the definition of sustainable human settlements as set out in the Breaking New Ground Policy, 2004. That is, a state of development where the inhabitants of rural and urban areas in Buffalo City ***“live in a safe and secure environment with: (i) adequate access to economic opportunities; (ii) a mix of safe and secure housing and tenure types; (iii) reliable and affordable basic services; (iv) educational, entertainment, cultural activities and health, welfare and police services.”***

3 BCMM Integrated Environmental Management Plan

Buffalo City is geographically and environmentally diverse with a wide range of land forms, vegetation-types, climatic conditions, etc. Similarly, the nature of human activities, socio-economic conditions and

levels of development vary considerably. It therefore follows that the approach to environmental management in BCMM is diverse, where issues range from pollution resulting from urban related activities to management of rural communal commonage areas.

The response to environmental issues in BCMM raises various challenges, such as:

- Communicating responses to a population from diverse socio-economic backgrounds;
- Dealing with sometimes uneducated people in rural areas;
- Instilling the necessity for environmental management in impoverished population groups who are more preoccupied with survival;
- The wide range of issues given the geographical diversity and extent of BCMM.

3.1 Environmental Management in Buffalo City

Recognising its obligations to the environment, BCMM has embraced sustainable development principles, specifically Local Agenda 21, including integrated environmental management as a cornerstone of development in the area. This commitment is reflected in the overall vision for BCMM as provided in the Integrated Development Plan (IDP):

“To be a responsive, people centred and Developmental City”

Despite embracing the principles of sustainable development and Local Agenda 21, the BCMM IDP nonetheless specifically refers to a lack sustainable development and inappropriate use of resources as significant challenges facing the City.

3.2 Institutional and Organisational Structure

An effective and efficient institutional and organisational structure is essential for environmental management in BCMM. During the IEMP development process, a number of institutional issues are highlighted that are relevant to environmental management in BCMM.

3.3 How will the IEMP assist BCMM in Environmental Management

The basis for the development of an IEMP is the fundamental right of every South African citizen to have a healthy environment, as stated in the Bill of Rights in the South African Constitution (section 24) and the

National Environmental Management Act, 1998 (NEMA). In response to this and the challenge of Local Agenda 21, BCMM embarked on a process to formulate IEMP.

The challenge for environmentally sustainable development within BCMM. This initiative must inform and contribute to other development and planning activities within BCMM so that the needs of the community can be addressed without unnecessarily compromising the environmental integrity of the area.

The IEMP is also not the responsibility of a single department, but rather serves to ensure that the environment is taken into consideration by all departments in the undertaking of their respective roles and responsibilities. In addition, the IEMP is not stand-alone document, but includes a number of initiatives to ensure incorporation of environmental and sustainability principles within all sectors of BCMM.

3.4 The IEMP Development Process

3.4.1 Objectives for the IEMP

The following were the main objectives of the IEMP:

- Conduct a baseline assessment or audit the state of the BCMM environment;
- Ensure alignment of BCMM activities with relevant environmental legislation and policy;
- Provide input on institutional arrangements relating to environmental management in BCMM;
- Develop measures to manage high priority environmental issues in BCMM;
- Ensure appropriate stakeholder and public participation and dissemination of information during the process;
- Identify cross-cutting issues relating to environmental management in BCMM;
- Develop an environmental policy for BCMM;
- Promote an environmental capacity and awareness in BCMM;
- Establish an effective and efficient system to monitor and measure progress in policy implementation.

3.4.1.1 Stakeholder Engagement and Public Participation

The white Paper on Environmental Management Policy emphasises the need to make environmental information accessible to all interested and affected parties that are responsible for or interested in effective environmental management. Similarly, the importance of public participation and stakeholder comment on municipal reports and plans is also emphasised by the Municipal Systems Act, 2000.

BCMM therefore has an obligation to encourage as wide a spectrum of stakeholders and interested parties as possible to provide input and comment on the development of the IEMP.

Throughout the IEMP process the BCMM IE and SD Unit has arranged information sharing sessions and workshops with various stakeholder groups. Target groups included:

- BCMM officials;
- BCMM Councillors;
- Government departments and regulators;
- Parastatals;
- Local industry and commerce;
- NGOs;
- The general public

4 ELECTRICITY MASTER PLAN

4.1 Introduction

Aurecon was appointed by Buffalo City Metropolitan Municipality (BCMM) to develop an electricity master plan for the municipality's entire area of supply. Major nodes include East London (EL), Mdantsane and King Williams Town (KWT). The need for the master plan is based on the aging, condition and loading of the electrical infrastructure in BCMM.

The master plan was to include the following sub-plans:

- Status of the Electricity Network
- Infrastructure Refurbishment Plan
- Network Integrity, Strengthening and Development Plan
- Electrification Plan
- Servitude Plan
- Spatial Development Framework Plan
- BCMM Sector Plans Impact
- BCMM Local Integrated Resource Plan
- Risk Management Plan

- Capital Investment Programme
- Operational Expenditure Programme
- List of Projects

The master plan is to be presented over the 3, 5 and 20 year planning windows.

4.2 Existing Network

The existing network within the BCMM jurisdictional boundary includes islanded networks supplied by Eskom. The network voltages include 132kV, 66kV, 33kV and 11kV and the network comprises of substations, switch houses, miniature substations, pole mounted transformers, overhead line and underground cable. The networks in the three areas of supply are described below.

(i) East London

The network in East London and surrounding areas comprises mainly of 132/33kV/11kV Substations, 11kV switch houses, 11kV cable networks and miniature substations. The intake points include:

- Stafford 2x90MVA 132/33kV Substation
- Progress 3x20MVA 132/11kV Substation
- Woodbrook 2x35MVA 132/11kV Substation
- West Bank 2x30MVA 132/11kV Substation
- Royston/Beacon Bay 11kV supply point
- Greenacres/Gonubie 11kV/supply point
- Leaches Bay 11kV supply point
- Nompumelelo 11kV supply point

(ii) King Williams Town

The network in King Williams Town and surrounding areas comprises mainly of 11kV switch houses, overhead line and pole mounted transformers. The CBD of KWT and Bisho however comprises mainly of 11kV cable networks and miniature substations. The intake points include:

- King Williams Town Switch House
- Bisho Switch House
- Dimbaza Switch House

- Ilitha Switch House
- Zwelitsha Switch House
- Phakamisa Switch House
- Kema 2x20MVA 66/11kV Substation

The industrial area of Kema/Berlin is an exception as it takes supply at Eskom's Pembroke substation at 66kV. BCMM then utilises a 5km 66kV Wolf Over Head Line to supply its Kema 66/11kV 2x20MVA substation. The MV distribution is then done by cable and OHL to the industrial commercial and residential areas.

(iii) Mdantsane

The Mdantsane area is supplied at 66kV by Eskom. BCMM has four 66/11kV substations namely:

- Mount Ruth 2x20MVA 66/11kV Substation
- Fort Jackson 2x20MVA 66/11kV Substation
- Embekweni 2x10MVA 66/11kV Substation
- Central Injection 1x20MVA 66/11kV Substation

The 11kV network is mainly Over Head Line and Pole-mounted Transformers.

The status of the existing electricity network is detailed in the Status Quo report but the following findings were made for the 2010 network. In East London there are several cables feeding switch houses which are overloaded. Several MV transformers in the Amalinda and Woodbrook network were overloaded. In terms of under-voltage there are no current problems in East London, however in the near future areas such as Buffalo Flats and Gompo will start to experience voltages below 95%.

In KWT there are only a few cables that are close to 100% loading. There were no instances of transformer overloads or undervoltage. The Mdantsane network currently is not experiencing any overloading problems but undervoltage is of a concern especially on the Fort Jackson network and is addressed by some planned strengthening and expansion projects in the near future.

4.3 Scope of Work

Summarised below are the planning actions performed in order to obtain the necessary details to draft this master plan report:

Obtained all relevant data from BCMM e.g. asset register, network layouts, single line diagrams, load information, resources available.

- Developed the status quo network model for power system simulations and performed analysis
- Developed the spatial models for loading and spatial development frameworks
- Developed the load forecast per load type per area of supply
- Developed the future network models up to the year 2030
- Analysed the future networks and provided proposals for the different sub-plans
- Researched and developed the BCMM Local Integrated Resource Plan
- Developed a Capital Investment Programme and Operational Expenditure Programme based on the proposals in the sub-plans
- Create lists of projects which detail scope of work, date and associated costs

4.4 Study Assumptions

The growth of the different consumer categories are incorporated into the master plan as follows:

4.4.1 Residential Consumers

The current loads as were determined in the Status Quo report were grown as follows:

- In domestic areas where the ADMD per household were determined and found to be below 1.5kVA per household the areas were considered to be low income.
- In domestic areas where the ADMD per household were determined and found to be between 1.5 and 3kVA per household the areas were considered to be medium income.
- In domestic areas where the ADMD per household were determined and found to be above 3kVA per household these areas were considered to be high income.

According to the planning Redbook compiled by the CSIR the ADMD per household in the different income areas will saturate at a certain demand as given below:

Low income: 1.5kVA per household

Medium income: 3kVA per household

High income: 6kVA per household

Very high income: Exceeding 6kVA per household (No very high income area exists in East London)

Growth and Development in BCMM is currently driven by housing and electrification projects. Based on the Housing Sector Plan, Integrated Development Plan and Spatial Development Frameworks of BCMM, major developments are expected in the following areas:

West Bank	Sweetwaters
Reeston	Tyutyu
Quenera	Ilitha
MdanstaneInfills	Dimbaza
MdantsaneBufferstrip	Phakamisa
Potsdam	

Load growth profiles were created using the current ADMD per household and the projected saturation ADMD. The assumption was made that all load types will grow to the saturation values within the next 20 years.

4.4.2 Industrial and Commercial Consumers

The electrical load growth that can be expected in the industrial and commercial sectors is 3.8% per annum (Conningarth Economists. Transnet Freight Transport Model. Transnet 2009). This growth rate was therefore applied to all the commercial and industrial loads in East London, in order to determine future loading.

4.4.3 Future electrical demand of large power users in Buffalo City

The three largest power consumers in East-London were engaged in order to determine future demands of these customers. These consumers are Mercedes Benz South Africa, Nestle and First National Battery. Mercedes Benz South Africa indicated that the existing maximum demand of the plant will remain the same

for the next twenty years. Nestle and First National Battery mentioned that it will not experience growth out of the ordinary and therefore a growth of 3.8% per annum was applied to estimate the future loads.

First National Battery did indicate that an application was made for a 5MVA connection at another plant in the Woodbrook area. The 5MVA load was also considered in the Woodbrook network. An 8MVA application was made by Cecilia Makiwane Hospital in Mdantsane and has been considered in the network assessment.

The Industrial Development Zone (IDZ) of BCMM is also a factor that will influence growth tremendously in BCMM but no details of confirmed future tenants were available at the time of developing this master plan.

The load forecast for each area was developed with the above new consumers in mind as well as natural growth in the commercial, industrial and residential sectors. Based on the above load growth factors, a load forecast was developed over 20 year horizon.

4.4.4 Network Simulations

The network simulations were undertaken with DigSILENTPowerFactory, a power systems simulation software package. The version used was version 14.0 Build 5.13.

4.4.5 Simulation Methodology

The first stage of the simulation was to use the ADMD's of the several load categories discussed above and simulate the current network. The current loading scenario which would be the basis for the future load simulations was estimated with the assistance of demand readings at supply intake points provided by BCMM. This Status Quo results were accepted by BCMM before proceeding to the next stage.

The next stage was to grow the loads over a 20 year period and identify the network constraints in each area during the different peak periods i.e. the commercial and residential peak periods. Once the network constraints were identified, optimal solutions were proposed in the form of expansion, strengthening and network re-configuration.

4.4.6 Eskom Supply

It is of fundamental importance that the Eskom network plans in respect of the BCMM area are known and evaluated and the proposals are aligned accordingly. The following major plans are expected during the planning horizon that is important for BCMM:

- The Yellowwoods substation is expected to be upgraded from 2x10MVA transformers to 2x20MVA transformers in 2010/2011. The Yellowwoods substation supplies Bisho and will supply Breidbach in future.
- The new Quenera 2x20MVA 66/11kV substation is to be established in the developing Quenera area between Gonubie and Beacon Bay in 2010/2011. The Quenera SDF takes this new substation into consideration.

4.4.7 Simulation Results

The summary of results using this load forecast, the age and condition of the infrastructure is shown in the table below. The summary highlights the type of problem, the major infrastructure affected and the severity of the problem per area. Further details can be found in the different plans discussed thereafter.

Table Error! No text of specified style in document..1: High-level Summary of Problem Type per Area

Area	Problem Type		
	Overloading	Under Voltage	Age & Condition
East London	<ul style="list-style-type: none"> ● Power Transformers at Main Substations ● MV Transformers ● Cables 		<ul style="list-style-type: none"> ● Power Transformers at Main Substations ● MV Transformers: Immediate Maintenance ● Cables ● Switchgear: Immediate replacement ● Substation & Switch House Buildings
King Williams Town	<ul style="list-style-type: none"> ● MV Transformers ● Cables: Immediate upgrades 	<ul style="list-style-type: none"> ● Breidbach Network: Immediate upgrade of Incomer 	<ul style="list-style-type: none"> ● Pole-Mounted Transformers: Immediate Maintenance ● OHL: Refurbish within 10-20 Years

			<ul style="list-style-type: none"> • Cables • Switchgear: Immediate replacement
Mdantsane	<ul style="list-style-type: none"> • Power Transformers at Main Substations: Immediate upgrades at Mount Ruth & Central injection Substations 	<ul style="list-style-type: none"> • Fort Jackson Feeders: Expansion of Infrastructure within the next 3 years 	<ul style="list-style-type: none"> • Pole-Mounted Transformers: Immediate Maintenance • OHL: Refurbish within 10-20 Years • Switchgear: Immediate replacement

In terms of the future network, using the forecast developed the following plans were developed for BCMM:

- Network Strengthening Plan
- Infrastructure Refurbishment Plan
- Electrification Plan
- Risk Management Plan
- Servitude Plan
- Capital Investment Programme
- Operational Expenditure Programme

The **Network Strengthening and Expansions** for BCMM include new substations, switch houses, lines and upgrading of transformers and switchgear. The projects are described per area in Chapter 9. The major projects in BCMM include:

New Buffalo Flats and Gompo Substation 132/11kV 2x40MVA

It is proposed that BCMM build a new 132/11kV 2x40MVA substation to supply the Buffalo Flats and Gompo area. The switch houses which feed the Buffalo flats and Gompo area is 3.3km away from Progress substation. It is estimated that the load on Progress substation will reach its firm capacity in year 2014.

The electrical load of the Buffalo flats and Gompo area are expected to grow from 13 MVA to 33 MVA within the next 20 years, not only due to the natural growth of the existing loads, but also due to electrification of existing houses in the area.

New 132kV Overhead line from Buffalo switch yard to Buffalo Flats and Gompo substation

It is proposed that a new 132kV Wolf line should be built from Buffalo switch yard to the new proposed 132/11kV Buffalo Flats and Gompo substation. The T-off from the existing line feeding Stoneydrift substation is not recommended as the line capacity can become a problem in future.

West Bank Expansion/Rockcliffe Switch House and Substation 132/11kV 2x40MVA

Growth is expected in the West Bank area, but due to the fact that this growth is driven by private investors it is not known when the development will start. It is therefore proposed that BCMM build a switch house in the West Bank area and supply this switch house with an 11kV overhead line from the IDZ substation as an interim solution. If the load growth due to the development is very high, BCMM can build a 132kV substation where the proposed switch house will be. The construction of this 132/11kV 2x40MVA substation was scheduled to be constructed in year 2020.

New 132kV Overhead line from Buffalo Flats and Gompo substation to the West Bank Expansion substation

The construction of a 132kV Wolf line from the Buffalo Flats substation to the new West Bank Expansion substation was also scheduled for the year 2020. The route of this line should be discussed with the airport, as the airport might require a section of the line to be cable in order to comply with safety standards for flight paths.

Upgrading of Mount Ruth transformers from 66/11kV 2x20MVA to 2x40MVA

Mount Ruth Substation is expected to exceed its firm capacity in 2011. It is recommended that the 2x20MVA transformers be upgraded to 2x40MVA transformers in 2011. One of the 20MVA transformers should be moved to Central Injection Substation and the other stored as a spare. It is also recommended that the buffer strip be supplied from this substation hence additional feeder bays will be required in 2010 if the development goes ahead immediately. As the fault levels will increase at Mdantsane, the 11kV switchboard may require upgrading to 2500A 20-25kA switchgear.

Second Central Injection 66/11kV 20MVA transformer

Central Injection is currently an unfirm substation with only one OHL and one power transformer. We recommend that this substation be upgraded to a firm substation. It is recommended that one of the 20MVA Mount Ruth transformers be moved to Central Injection. The existing 66kV OHL from Central Inject T to the substation is also in need of major refurbishment. It is recommended that a new double circuit wolf line be built along the same servitude of approximately 2.4km. The existing line should then be dismantled.

Upgrading of Embekweni transformers 66/11kV 2x10MVA to 2x20MVA

This 2x10MVA substation is currently idling but will soon need upgrading due to electrification in Potsdam and the alleviation of low voltages on the Fort Jackson feeders. It is recommended that a new switching station be established in zone 14 close to Fort Jackson Feeder 1, 9 and 16 in order to raise voltages above 95% in 2012.

The switch house which will be located 2km east of the Embekweni Substation will be supplied via 2x300mm² Cu PILC cables from Embekweni Substation. The electrification of Potsdam and the shifting of load from Fort Jackson will require an upgrading of the 10MVA transformers to 20MVA.

The **Infrastructure Refurbishment Plan** includes proposals to address ageing and condition of assets. Based on information in the current asset register there are a large number of transformers requiring immediate maintenance. The proposed maintenance of this equipment is valued at approximately R2.7mil.

The refurbishment of overhead lines in BCMM will be required from 2015 to 2030 and beyond at a cost of approximately R18mil. The medium voltage switchgear in BCMM including ring main units will require replacement from 2010 onwards as some have exceeded their asset life and may pose a problem in terms of network availability, reliability and safety.

It is proposed that the refurbishment of transformers and cables in BCMM based on age be dealt with by implementing a **Risk Management Plan** in order to increase network availability. This strategy is based on the fact the use of asset life as an indicator does not imply that the asset needs replacement at the end of its asset life. The risk management plan will guide BCMM as to the number of spares required at a particular time in order to plan for asset failures. Refer to Chapter 9 for cost summaries and Annexure I: Risk Management Plan for details of type of equipment, location and quantity required for a particular year.

The **Electrification Plan** for each area of BCMM can be found in Chapter 8. The plan includes several housing developments and electrification envisaged for BCMM during this planning horizon. The plan includes strengthening and expansion projects based on the electrification of these houses. The cost of this electrification plan therefore includes the cost per connection plus any strengthening or expansion project required in order to electrify the households

The **Servitude Plans** for BCMM include the servitudes required for new overhead lines and underground cables in BCMM for expansion projects due to development and alleviation of network constraints. The servitude plan per project can be found in Chapter 9. Important servitudes include:

- 11kV Ring Feeders in KWT and outlying networks for electrification and strengthening
- 11kV Ring Feeders in Quenera;
- New 132kV Overhead line from Buffalo switch yard to Buffalo Flats and Gompo substation;
- New 132kV Overhead line from Buffalo Flats and Gompo substation to the West Bank Expansion substation;
- New Double Circuit 66kV Overhead Line between Central Injection T and Central Injection Substation;
- New 11kV OHL for the Bufferstrip development.

Chapter 6 also includes a **Local Integrated Resource Plan (LIRP)** for BCMM. This LIRP was developed by benchmarking with other municipalities in South Africa in terms of both technical personnel and total number of staff. The general finding was that BCMM needs to increase resources as they appear to have one of the highest ratios of connections per employee. Failure to increase resources will lead to the extension of the existing backlog as well as delays in completing electrification projects.

4.5 Ultimate Network Loading

It is estimated that the following loads will be experienced in 2030 at intake points of the BCMM Network:

Table Error! No text of specified style in document..2: Final Load at Intake Points

Intake Point	Load (MVA)	Intake Point	Load (MVA)
West Bank	20	Dimbaza	9
Woodbrook	47	Kemba	9
Reeston	35	Ilitha	2.7
Stoneydrift	80	Phakamisa	6
Progress	37	Zwelitsha	8.5
Queenspark	80	Mount Ruth	40
Buffalo Flats &Gompo	30	Central Injection	15
KWT	45	Embekweni	18
Bisho	20	Fort Jackson	20

4.6 Capital and Operational Expenditure

All the above plans were put into the Capital Investment Programme and the Operational Expenditure Programme. The detailed tables of the Capital Investment Programme and the Operational Expenditure Programme are Table 10.1 and Table 11.1 respectively. The summated programmes are shown in the tables below.

Table Error! No text of specified style in document..3: Capital Expenditure Summary

Year	Amount
2010	R 95,766,765
2011	R 151,614,380
2012	R 133,244,238
2013	R 99,419,034
2014	R 98,273,399
2015	R 101,963,988
2016	R 31,493,451
2017	R 31,493,451
2018	R 31,493,451
2019	R 31,493,451
2020	R 31,493,451
2021	R 22,470,718
2022	R 22,470,718
2023	R 22,470,718
2024	R 22,470,718
2025	R 22,470,718
2026	R 27,050,686

Year	Amount
2027	R 27,050,686
2028	R 27,050,686
2029	R 27,050,686
2030	R 27,050,686

In the table below the current opex of BCMM is indicated and grown at an inflation rate of 6.7% per annum for the next twenty years. The maximum opex as recommended by NERSA, as well as a median is also given in the below table. It is recommended that the opex of Buffalo City should be between the median and the maximum amount as recommended by NERSA.

Table Error! No text of specified style in document..4: Operational Expenditure Summary

Year	Current Opex	Median	Maximum Opex
2009	R 74,000,000	R 91,125,000	R 108,250,000
2010	R 78,958,000	R 102,498,180	R 126,038,360
2011	R 84,248,186	R 106,311,741	R 128,375,297
2012	R 89,892,814	R 113,684,974	R 137,477,133
2013	R 95,915,633	R 120,861,201	R 145,806,770
2014	R 102,341,980	R 133,511,133	R 164,680,286
2015	R 109,198,893	R 146,265,812	R 183,332,732
2016	R 116,515,219	R 156,240,041	R 195,964,863
2017	R 124,321,739	R 165,853,137	R 207,384,535
2018	R 132,651,295	R 176,110,310	R 219,569,325
2019	R 141,538,932	R 187,054,714	R 232,570,497
2020	R 151,022,040	R 198,732,393	R 246,442,747
2021	R 161,140,517	R 216,362,396	R 271,584,275
2022	R 171,936,932	R 229,657,305	R 287,377,679
2023	R 183,456,706	R 243,842,973	R 304,229,241
2024	R 195,748,305	R 258,979,081	R 322,209,857
2025	R 208,863,442	R 275,129,308	R 341,395,175
2026	R 222,857,292	R 294,865,772	R 366,874,252
2027	R 237,788,731	R 313,252,628	R 388,716,526
2028	R 253,720,576	R 332,871,404	R 412,022,231
2029	R 270,719,855	R 353,804,637	R 436,889,419
2030	R 288,858,085	R 376,140,397	R 463,422,709

6. TOURISM MASTER PLAN

6.1 Overview of Tourism in Buffalo City

Buffalo City is regarded as one of the key economic hubs of the Eastern Cape Province and is estimated to contribute about 23% to the total GDP of the Province and provides 19% of the Province's employment opportunities.¹ Because of the coast and many natural attractions, the Eastern Cape in general and Buffalo City in particular, have the potential to benefit from the worldwide annual tourism growth of 5% - 6%. However, East London continues to play second fiddle to the more established nodes of Cape Town, Durban and Port Elizabeth.

Whilst the tourism sector continues to show growth, Buffalo City recognises that it has a responsibility of ensuring that the previously disadvantaged individuals are also benefiting from the sector. There is an urgent need to develop community based tourism products and support the Emerging Tourism SMME's to facilitate transformation of the sector for the benefit of all citizens.

Visitors to the city comprise 95% domestic and 5% international, with the international component mainly being business and backpackers. Although tourism has increased steadily, Buffalo City and its surrounding regions have a limited tourism sector²; therefore there is great potential for further expansion.

Tourism Buffalo City claims that **their own statistics**³ show clearly that the domestic market is the City's bread and butter, with the most recent information showing that the Eastern Cape is the second most popular province in SA among domestic tourists. The conventional wisdom is that this is due to a perception that the City offers excellent value for money and that it has benefitted more than others from holiday-makers "buying down" in recent times.

6.2 Critical Review of Buffalo City Tourism Master Plan: 2004 – 2009

In 2003, the Buffalo City Metropolitan Municipality commissioned Grant Thornton, along with its consortium partners, to develop a Tourism Master Plan for 2004 – 2009. The Tourism Master Plan outlined a detailed framework for planned tourism development and encouraged the Municipality to implement strategies and plans that would yield optimum benefit for its citizens.

Based on the review and assessment of the BCTMP 2004-2009 it is clearly evident that the process followed in its development was very comprehensive and included a considerable amount of consultation with key stakeholders in the public and private (tourism industry) sector.

The BCTMP identified the critical components of the state of the tourism industry within Buffalo City and how these parts interact. The Plan was able to highlight the mechanisms for the public and private sector to work more effectively together. Opportunities remain, however, to **cement these relationships** and adopt a more complete destination management approach.

The data collected through extensive primary research by the BCTMP created a baseline for further growth and development of the tourism sector. The tools necessary to constantly improve the tourist data collection processes to track sector trends have not been put in place. The Buffalo City Metropolitan Municipality and its agencies **do not have the capacity** to gather comprehensive statistics on the performance of the sector, which is common challenge, highlighted in the socio-economic outlook for the province.

In reviewing the BCTMP, other planning initiatives were considered to assess integration and alignment. The contents contained in these documents suggests that, aside from the normal macro-economic and structural issues facing the Buffalo City, in terms of the World Recession, Crime Statistics in South Africa as well as the fact that the city of East London plays second fiddle to the more established nodes of Cape Town, Durban and Port Elizabeth, it is not necessarily a lack of policy and strategy frameworks that is impacting negatively on the growth and development of tourism within Buffalo City. Rather, that the problem is related to 'lack of implementation and taking to market of new products and infrastructure and the resources thereof. Related to this is a need for 'focus' in terms of marketing, strategic project

identification, prioritization and implementation, proactive approach to tourism investment/investor mobilisation⁴; creating a good enabling environment bearing in mind competition for investors/investment in the tourism industry.

Elaborated below are the key areas of focus of the TMP and the assessment of the performance of the Municipality in implementing the recommendations emanating from the TMP.

6.3 Tourism Development Plan:

The most significant thrust of the BCTMP was the identification of the 31 development concepts that would grow the tourism sector in Buffalo City. These concepts were described by the BCTMP as ‘drivers’ of new investment, employment creation and income generation. Ten (10) of these concepts were identified as high priority and are highlighted below:

Project Name	Progress
1. Sports Centre of Excellence	A Cricket Academy was launched in Mdantsane by South African fast bowler, Makhaya Ntini, in September 2010.
2. Marina Glen Multi-Purpose Venue	The establishment of an International Convention Centre (ICC) by Premier Hotels in East London has addressed the need for the development of such a multi-purpose centre as it was envisaged along a similar conceptual framework
3. Struggle Route	The Struggle Route has been developed and operation material for the route has been published by Amathole District Municipality. BCMM has established and appointed a Political Task Team to oversee the project implementation. Service already appointed to undertake to undertake preliminary studies in the area of BCMM.
4. Steve Biko Interpretation Centre	Construction for the Centre is underway and BCMM has contributed an amount of R2 Million
5. Nahoon Seaside Resort	This project has not taken place yet.
6. Formalized Car Guards –	The visibility of car guards around the City cannot be denied.

Project Name	Progress
Ambassador Programme	However, the formalization of the sector has not been realised. The Municipality intends to commission a study of the SMME informal sector in 2012/13 to package the socio-economic profile of the sector.
7. Grand Prix Circuit Development	No progress has been made in this project
8. Adventure Buffalo City	Through the packaging and branding of the Eastern Cape Province as an adventure tourism destination, the Buffalo City has been able to leverage from these efforts.
9. Sports Festival	Buffalo City has position itself as a sports destination and this has been realised by the increase and frequency of key sporting events starting to flock into the City. Africa Open Golf Tournament, Iron Man and Tourism Summer Season Programme
10. Military History Route	The Military History Route has been developed and operation material for the route has been published by Amathole District Municipality.

6.4 Skills and Entrepreneurship Development and Support

The BCTMP recommended that a Quality Tourism Forum be established to implement Skills and Entrepreneurship Development and Support. Further recommendations suggested that tourism awareness programmes be conducted at schools and community level, including utilising experience and expertise of senior citizens to assist in the development of new ventures.

The Eastern Cape Tourism Board confirms that it has implemented a mentorship programme for products all over the Eastern Cape, including Buffalo City utilising the expertise of retired sector practitioners. The analysis of this suggests that there has been some **implementation** of this programme:

- a. An annual schools programme exists which is held in September each year, in 2010 a select group of students took an exposure trip to Durban;
- b. The Municipality provides continuous SMME training and support to new and existing businesses;

- c. The Municipality annually provides strategic support to SMMEs to partake in trade shows and in the production of their marketing materials;
- d. At district municipality level, in 2009/2010 a week-long workshop on tourism was presented to teachers.

The challenge however remains for the Municipality to seek and sustainable solutions to address the oversupply of tourism graduates that is not absorbed by the industry. The intervention should moderate for equilibrium between the needs of the tourism sector and the provision of skills development programmes provided by teaching and learning institutions. This is an area that needs real investment in the next 5 years, to stimulate growth of community-based tourism at rural level, enterprise development at township level and appropriate skills development programmes.

6.5 Institutional Framework

The BCTMP 2004 – 2009 recommended that the Tourism Buffalo City should be utilised for marketing of Buffalo City whilst the Buffalo City Development Agency should be utilised for product development within its mandate. The analysis results indicate that the BCTMP recommendations were considered and implemented by the Municipality:

- A. An **investment of R4,5 million** in 2008/9 with a further increase to **R5,5 million** in 2009/10 was made to the Tourism Buffalo City to facilitate the promotion and marketing of Buffalo City as a destination of choice;

The increased allocation to Tourism Buffalo City should be complemented by a human capital investment that is able to implement the programmes that will increase the marketability of Buffalo City as a tourist destination of choice.

- B. The Buffalo City Development Agency initialised the requisite procurement process to stimulate tourism investment for three (3) tourism developments along the East London Beachfront; Marina Glen, Seaview Terrace and Court Crescent. However, the findings are that there has been no implementation on all three (3) developments with the result that the prime pieces of land along the beachfront remain unutilised. An improved **private sector / investor mobilisation strategy** would eliminate some of the

challenges faced by the BCDA during project implementation phases. This also highlights the need to refine the institutional arrangements between the Municipality and its entities.

It should be noted that many people during the interview process expressed the opinion that the Buffalo City Development Agency is dysfunctional since it currently operates without a Board of Directors and a Chief Executive Officer (CEO). A decision needs to be taken by Council on the future of the BCDA to ensure that tourism product development, investment and implementation are not compromised. Further consideration is required in terms of the consolidation of functions of the two entities to capitalise on synergies and economies of scale.

6.6 Marketing Plan

The BCTMP's marketing plan identified specific marketing objectives:

- I. Growth targets for identified market segments;
- II. Extending length of stay of visitors to Buffalo City;
- III. Increasing the spend of visitors to Buffalo City; and
- IV. Spreading tourists to all areas of Buffalo City.

The BCTMP also recommended specific marketing tools to be utilised to ensure the realisation of the objectives of the marketing plan. Successes in the following areas were noted:

- a) In 2008, Tourism Buffalo City took steps to **rebrand the company** and to modernise its operations and image, a new logo was adopted that aims to capture the fun-filled natural vibrancy and outdoor attractiveness of the area.
- b) The **website was re-designed** and boasts an integrated online booking system for the benefit of those members who choose to use it. An extensive picture gallery depicts the wide variety of attractions of Buffalo City and aims to highlight its natural beauty.
- c) In terms of **co-operative and partnership marketing**, Tourism Buffalo City has re-established co-operative networks with other role-players in tourism and the private sector and has promoted Buffalo City through support from the many sporting and other events that bring visitors to the area. The investment in this area has set about the process of rebuilding public confidence in the role of Tourism

Buffalo City as an effective agency in the promotion and marketing of the region as a tourist destination. This challenge not only involves serving established product-owners better than they were before, but also requires that the visibility of a commitment in practical ways to the transformation of operations and the industry as a whole, so that the benefits of tourism are ultimately more equitably distributed.

- d) The media presence has been increased massively, with a new look and feel and **development of newsletters and brochures is evident.**

The BCTMP recommended an increase of the tourism marketing budget for Buffalo City to R2,8 million by year 5 of the Plan. The budget allocation has been increased to R5,5 million for 2009/2010.

The overall marketing strategy of the BCTMP recommended Buffalo City to concentrate on five (5) tourism products:

Tourism Product	Progress and Results
<p>1 Sport</p>	<p>The results of increase in the number of sporting events held in Buffalo City over the past couple of years indicate that Buffalo City has been successfully marketed as an ideal sporting destination, boasting a climate and infrastructure conducive to outdoor activities and a breath-taking coastline. The city hosts provincial, national and International sporting events.</p> <p>Private sector confirms an increase in the number of sport events that take place in the City, with increases in bed sales.</p> <p>In addition, the Buffalo City Planning Department confirmed that they are supporting the development of a further four (4), bringing total to five (5) golf courses in and around East London. The intention is to develop a larger leisure residential component as well as to boost East London's status as a prime golfing destination.</p>
<p>2 Sun, sea and sand</p>	<p>Tourism Buffalo City has attended a number of shows and expos where Buffalo City has been vigorously promoted, seeking to strengthen existing markets and to grow new ones.</p> <p>Brochures and other promotional tools have been developed that promote and highlight the beauty of the area.</p>
<p>3 Conferences</p>	<p>The large hotel groups confirmed that their primary client base estimated at 70% is business tourism. The investment by Premier Hotel Group in South Africa's fourth International Convention Centre in East London, the only one on a seafront, will enable the city to increase its potential for business tourism while entering the</p>

Tourism Product	Progress and Results
	new market of meetings and events.
4 Heritage and Culture	<p>It was also noted that whilst certain progress has been made in securing funding for the Steve Biko Interpretation Centre and that booklets are being produced for various heritage routes, however, the development of new facilities including accommodation, eateries, crafts etc., will take place over many years and will require on-going government support.</p> <p>From a marketing point of view, these products need to be marketed via linkages with existing larger tourism products/venues/facilities.</p>
5 Nature	The Tourism Buffalo City website boasts an extensive picture gallery that depicts the wide variety of attractions of Buffalo City and aims to highlight its natural beauty.

In order to manage and monitor the success of the marketing plan, the BCTMP recommended:

Recommendation	Implementation progress
<ul style="list-style-type: none"> • A tourism performance index to provide regular and timeous index on tourism performance: 	This tool is not in place and the performance of the sector cannot be very well understood.
<ul style="list-style-type: none"> • An economic impact assessment model to measure the impact on revenue and employment by specific events, the increase in tourists etc.: 	This model is not in place.
<ul style="list-style-type: none"> • Regular tourist surveys to gauge the opinion of tourists: 	Tourism Buffalo City confirms that they conduct a "straw poll" each season which surveys a few establishments for an indication of booking trends, but they concede that the reliability of these figures is sometimes questionable (there is a "lie factor" that creeps in, because The product-owners regard their occupancy as "business intelligence").

6.7 Projects Classification and Identification

The following projects have been classified and identified for implementation during the period 2010 – 2015 based on the key portions of land that were identified as being potentially prime investment opportunities that could drive tourism development and associated employment creation and tourism-led economic growth in Buffalo City.

Tourism Node	Project	Project Summary	Priority
East London Beachfront	Marina Glen 'A'	Large-scale development earmarked in terms of the Spatial Development Framework	High
	Marina Glen 'B'	The development of a "family-friendly" beachfront with amenities and facilities and policing	High
	Seaview Terrace	The investor mobilisation process for this project was initiated by BCDA,	High
	Court Crescent	The investor mobilisation process for this project was initiated by BCDA,	High
	Orient Theatre	The upgrade and revitalisation of Orient Beach and surrounding amenities including the Theatre	High
	Signal Hill	The relocation of port infrastructure to release harbour front land parcels for development. This project has been initialised by BCDA, but needs to be implemented during 2010 – 2015	High
	Sleeper site	Utilisation of site to develop new affordable housing including civic centres for ADM and BCMM	High
	The Esplanade	The development of a ' safe, green, child friendly ' interface between the sea and the road. The focus area should cover the section of beachfront between Orient Beach and Marina Glen 'B' Beach). This should include improved signage along the Esplanade to the Beachfront.	High
	Quigney	Public environment upgrade and urban management of area	Medium
Westbank	Leaches Bay	The development of an "alternative" beach for the young and restless, with amenities and facilities and strong policing presence to address perceived safety concerns	Medium
	Grand Prix Circuit	The revitalisation of the grand prix circuit and consideration for large scale tourism development.	Medium
Bridle Drift Dam	Adventure / Outdoor Activities	The investigation of an adventure zone along the Bridle Drift Dam / Buffalo City which offers accommodation and activities like bungee jumping, abseiling and climbing. This project can be driven as a joint venture between the community and a private operator.	Medium
Nahoon and Bonza Bay	Nahoon Beach	Development of the Nahoon Beach with amenities, facilities and security	High
	Nahoon Seaside Resort	The development of a " low-impact " high-value tourism concept that does not compete with the environmental richness of the area.	High
Gonubie	Gonubie Beach	Development of walkway and construction of coastal protection structures for roads and parking	High

Tourism Node	Project	Project Summary	Priority
Mdantsane	Mdantsane Community Lodge	The establishment of a community lodge in partnership with a private sector partner on the river bank, with a theme park across the river	High
	Mdantsane Heritage Festival	Introduction of a 3-day annual heritage festival in Mdantsane to showcase richness of area	High
Mount Coke	Methodist Conference and Health Resort	The development of a R60m conference facility, hotel, health spa and a museum. Feasibility study and a business plan are to be commissioned. The route from East London past the airport to Mount Coke to King Williams Town has huge tourism potential.	Medium
Macleantown	The Cultural Heritage Lodge	A cultural lodge is a potential development that could be considered on a piece of land owned by the community. Feasibility study to determine sustainability could be undertaken and followed by a business plan.	Medium
	Community Game Farm	A co-operative that is involved in organic farming has been allocated given a farm which has a potential for game farming include an accommodation establishment. Feasibility study and a business plan is to be developed	Medium

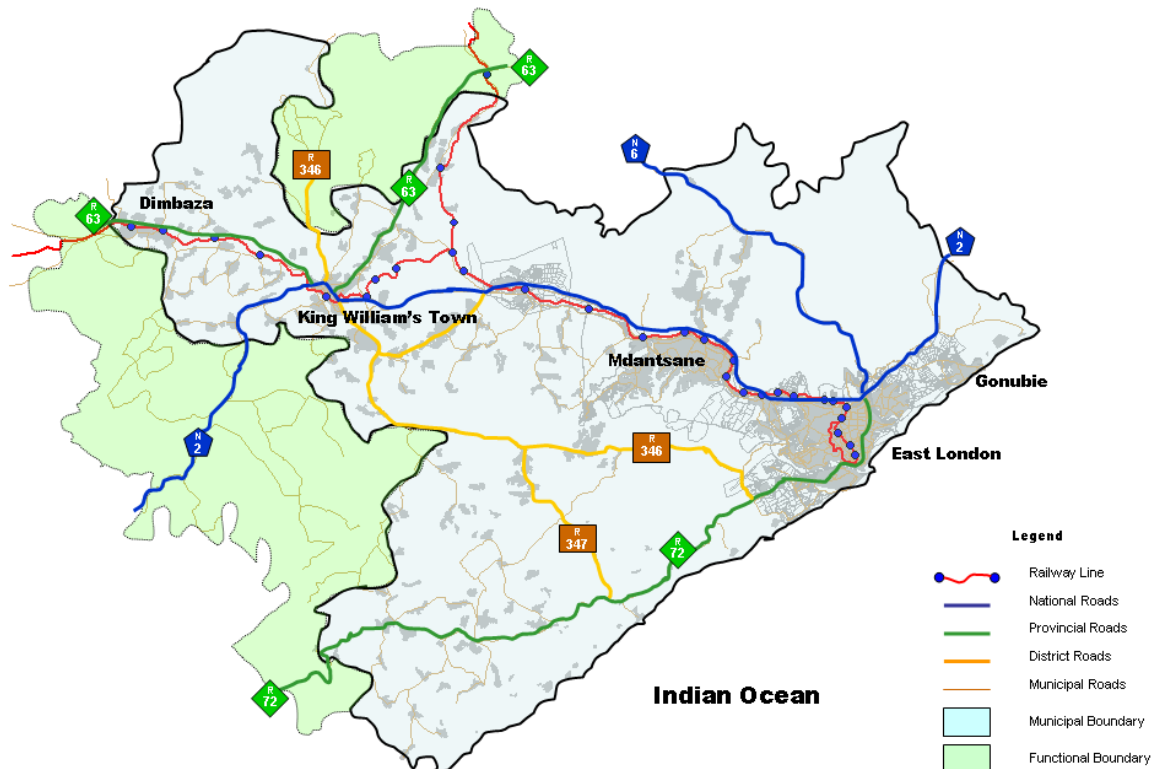
7. Integrated Transport Plan

The Buffalo City Metropolitan Municipality Integrated Transport Plan covers all forms of land transport, namely public transport, walking and cycling, freight transport, roads and transport infrastructure. Other important issues covered are traffic safety, the environmental impacts of transport, travel demand management and the transport needs of special categories of passengers. The ITP is the transport “chapter” of Buffalo City’s Integrated Development Plan, published annually to guide the City’s development. The transport plan thus forms part of the overall plan co-ordinated under the Integrated Development Plan.

The ITP was prepared under the National Land Transport Act, 5 of 2009. The Act requires that it be approved by Buffalo City’s Council, the Provincial MEC responsible for transport and the National Minister of Transport. The outcome of the ITP is a series of transport projects to be implemented in the five-year period 2008/2009 to 2012/2013. Projects listed in the ITP are the transport projects in terms of the Integrated Development Plan, and projects included in the ITP will be considered for funding through the municipal budget. The Integrated Transport Plan has been reviewed and updated in July 2011.

7.1 Background

For citizens of Buffalo City, access to transport is, like for most other cities of South Africa, characterized by a high car usage amongst the economically well-off population, while people with low income have to rely on public transport or must walk.



Buffalo City municipal and functional transport area boundaries

Currently very few formal scheduled public transport services exist in Buffalo City. The commuter rail service between Berlin and East London, as is the case with formal bus, lost patronage over the past two decades and is still in decline. During the anti-apartheid struggle years in the late eighties and early nineties, formal public transport services were targeted as a form of protest and hundreds of buses were destroyed. This created a vacuum in the market which was rapidly filled by informal public transport operations (para-transit or so-called minibus taxis) which now dominate the market. Minibus-taxis are small businesses that are required to be legally regulated, but due to the inadequate application of law

enforcement, illegal operations resulting in oversupply and conflict are endemic to the industry. There is a crucial need to redevelop a quality formal public transport system in order to hold back the growth of car traffic and also to provide accessibility for all citizens, and thereby facilitate the socio-economic development of the City.

A significant proportion of the population living in the disadvantaged areas of Buffalo City get access to work, education and other activities by walking as their only mode, often over unacceptably long distances because of no choice or the inability to afford a public transport fare. Walking is the mode of transport for half of all trips performed. The use of bicycle for daily needs of transport is currently negligible, and is used mainly for recreation and sports activities.

The current transport system is unfriendly to would-be transport users with physical, mental or age-related circumstances. All aspects of the transport system must in future be designed to accommodate persons with “special needs” so that they can have greater access to transport.

The arterial road system of Buffalo City has a generally high design standard although there are unsatisfactory sections of roads. The capacity of the road system is in general acceptable, except in the highly built-up areas around the East London and King William’s Town CBD’s. Other satellite CBD’s are showing signs of congestion due to traffic generated by the expanding development of office and retail developments. It is also envisaged that the growing traffic will create a demand that will call for the completion of new road links, the planned new crossing of the Buffalo River being one such proposal.

The accident record of Buffalo City is unacceptable. Pedestrian safety is a priority within Buffalo City as half of all people that are killed in traffic accidents are pedestrians. The incidence of public transport vehicles involved in accidents is also high compared to the number of licensed vehicles in Buffalo City (almost ten times as many accidents per vehicle compared to the average of all registered vehicles), and this needs to be addressed.

7.2 Transport Vision, Goals and objectives

The vision for the ITP is to achieve –

“A fully integrated transport system to increase accessibility for all people and giving priority to public transport, non-motorized transport and traffic safety”

It will be necessary to meet a number of goals and objectives if this vision is to be attained. These are:

Accessibility – The transport system must afford all citizens (including the elderly, learners and special needs people) the means to travel to destinations around Buffalo City.

Social and economic development – A well-functioning transport system must support social and economic development of Buffalo City.

Safety – The current transport system is characterized by unsatisfactory traffic safety conditions.

Infrastructure and services must be put in place to improve traffic safety especially for public transport users.

Sustainability – The transport system has to be sustainable from an environmental as well as an economic point of view.

Humanizing the City – A transport system orientated towards people, and designed at the “human scale” so as to promote a safe, pleasant environment for walking, will contribute to a more attractive city – a city for people and not dominated by roads, congestion, pollution and lack of accessibility.

7.3 Spatial Development Framework

The Spatial Development Framework is a legally binding document for all land-use management decisions, and illustrates the form and extent of development that Buffalo City Metropolitan Municipality wishes to promote. It is the high-level plan of reference for planning of all transport systems, consisting of the major roads, public transport, pedestrian routes and interchange locations.

The development of housing, industry and other land uses along major transport corridors is one of the main strategies of Buffalo City's Spatial Development Framework. The principal corridor in Buffalo City, namely the Mdantsane – East London Corridor is a key component of the ITP's public transport strategy.

7.4 Transport Needs Assessment

The preparation of the ITP requires an analysis of the need for transport systems and services to meet the demands of the citizens of Buffalo City.

The population in Buffalo City is expected to grow from approximately 0,8 million in 2001 to an estimated 1,4 million in the year 2020. This emphasises the need to develop a new public transport system to cater for the anticipated increased usage in public transport in line with National and Provincial transport policy to develop public transport usage.

7.5 Environmental Impact of Transport

In February 2005 the National Environmental Management: Air Quality Act came into being. This requires the Minister to establish a national framework for the attainment of a number of environmental objectives. One key objective is to establish standards for municipalities to monitor ambient air quality and mobile source emissions. The recently introduced legal requirements to exclude lead from petrol and reduce the sulphur content of diesel are important developments that will improve air quality.

In a less direct context, the proper planning and provision of transport facilities and services, together with transport demand management, can have a profound effect on the urban environment. Measures to reduce the amount of traffic from the road system must be pursued, as well as attention given to the limitation of noise pollution. Thus good public transport systems, coupled with excellent walking and cycle facilities can improve people's access to amenities, and also reduce the use of the private car for travel.

7.6 Traffic Safety

South Africa has a poor accident record when compared to other developing or developed countries. In Buffalo City approximately 8 000 collisions, involving 1 299 casualties (fatal, severe and minor) were recorded during 2004.

The objective of the Traffic Safety Plan is to reduce the number and severity of all accidents, in particular pedestrian, public transport users and learners.

A successful strategy requires the implementation of a combination of education, engineering and enforcement projects.

With regards to **education**, the implementation strategy is aimed at remedying the situation in and around schools. Educating children will involve their parents, who will also indirectly be subjected to the education process. Once children learn about traffic safety they will become aware of issues such as not driving under the influence of alcohol, the use of safety belts, and proper safe practices whether the mode be walk, car or public transport.

With regards to **engineering**, projects will also be aimed at starting in and around schools, as well as along high accident locations. Engineering projects will include the development of the necessary information systems to enable effective safety planning and enforcement issues.

Law enforcement initiatives will be aimed at targeting high accident locations and developing focused enforcement campaigns that will be implemented on a regular basis.

7.7 Transport Systems

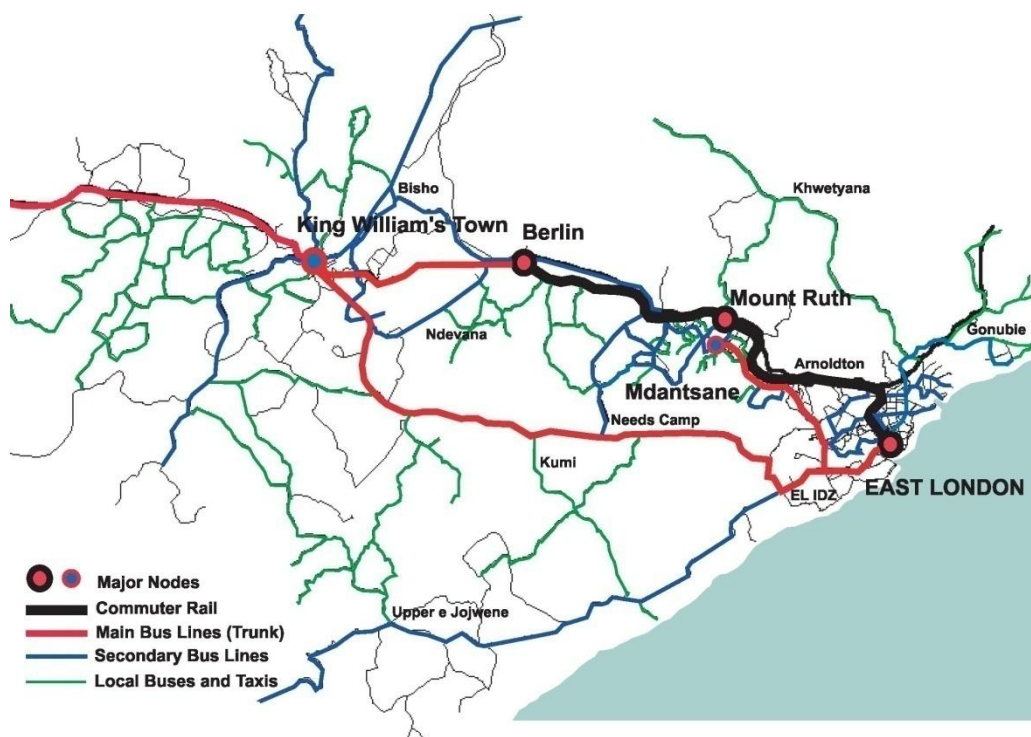
Buffalo City has developed its strategic plans for the future development of each specific transport sub-system, namely the public transport system (network and services), the major road network, the freight network, the non-motorised transport network and provisions for special needs passengers. The policies, strategies and projects intended for implementation in the future are described, programmed, and priorities indicated in this ITP.

(i) Public transport

The majority of Buffalo City's population depends on public transport to access jobs, schools, recreation, shopping and other opportunities that the City currently offers. A quality formal public transport system is recognized as the best means of managing an efficient city, through reducing congestion otherwise caused by the excessive use of the private car. Car use should be limited and regulated by travel demand management. Those owning private cars should use public transport as the mode of choice for regular commuting and other trips.

Of all motorised trips made in Buffalo City public transport accounts for 62% of trips compared with 38% by private car, and is therefore an important means of travel for the majority of citizens of Buffalo City. Surveys carried out in 2002 indicate that of 300 000 trips made using public transport each day, 250 000 are made by taxi, 25 000 by scheduled conventional bus and 25 000 are made by passenger rail.

As public transport is of such critical importance Buffalo City has now developed its long-term vision for the future public transport system to be in place within the next 15 years. The map below shows how the public transport network will be in 2020. This scenario is referred to in the BCMM Public Transport Plan as Scenario C.



Major public transport routes – 2020

Every effort has been made to integrate the long term planning of the PRASA and BCMM, however the rate at which the rail service is improved is the responsibility of the PRASA and BCMM does not have complete control over the roll-out of the Public Transport Plan. The upgrading of the rail system may therefore not take place in accordance with the envisaged time frames. Further, the development of the rail services is dependent on land use and the development of the nodes around key stations and along the rail corridor and needs to take place for the improvements to the rail to be effective. The development of the

nodes and corridor could take several years. For these reasons it is prudent to consider an alternative implementation strategy for the future public transport service.

In the future public transport system it was initially proposed that the rail service is improved first and that limited “parallel” trunk bus service running in the Mdantsane / East London corridor along the Mdantsane Access Road are introduced to cater for areas not accessible by commuter rail. These parallel trunk bus services would later be substantially increased to supplement the rail services as demands increase beyond the capacity of the commuter rail system. It is envisaged that ultimately the trunk bus and commuter rail services will carry equal numbers of passengers per day.

An alternative strategy to develop Scenario C could be to introduce the parallel trunk bus service ahead of the rail as the dominant public transport mode in the corridor. This can be achieved by providing separated exclusive right of way facilities for large buses operating as a “Bus Rapid Transit” (BRT) type system within the existing road reserve. The advantages of this is that such a system can be implemented, controlled and regulated by BCMM and will offer the same level of service to commuters and as that of an upgraded rail service. The rail service will still operate but may not be the dominant mode initially until it is fully upgraded. The adoption of this type of alternative future public transport system will have little or no effect on other planning initiatives that have taken place since Scenario C was adopted nor will it affect the planned future feeder public transport services within Mdantsane or the development of the Mount Ruth node. All that it means is that the priority will shift to developing the trunk bus services first instead of the commuter rail services.

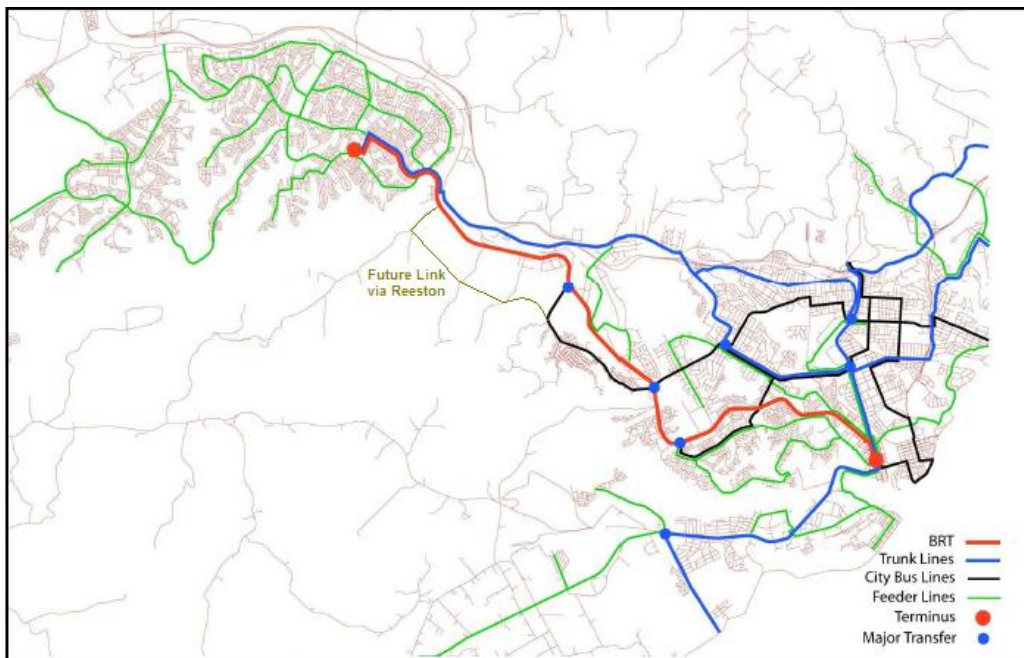
Mount Ruth will still be viable as a development node even if the long term public transport scenario with rail as the backbone to the system is not realised to its full extent. This is due to the fact that the rail service will continue to operate to at least the same level of operation in the future as it does currently and that Mount Ruth has the best potential for external linkages of regional significance (N2 and N6) than any other part of Mdantsane. A BRT line can easily be extended to the Mount Ruth Node.

The Operational Plan for the first phase BRT system is complete and was approved by Council on 6 May 2010. The detailed operational plan is the principal planning document for determining the key system characteristics, including network structure, vehicle requirements and infrastructure sizing. Further, the operational plan includes a costing analysis which will underpin the economic viability of the system.

The network planning phase for the Operational Plan confirmed that the MELD corridor is indeed the key corridor that should be focused on in the first phase implementation of BRT, for the following reasons:

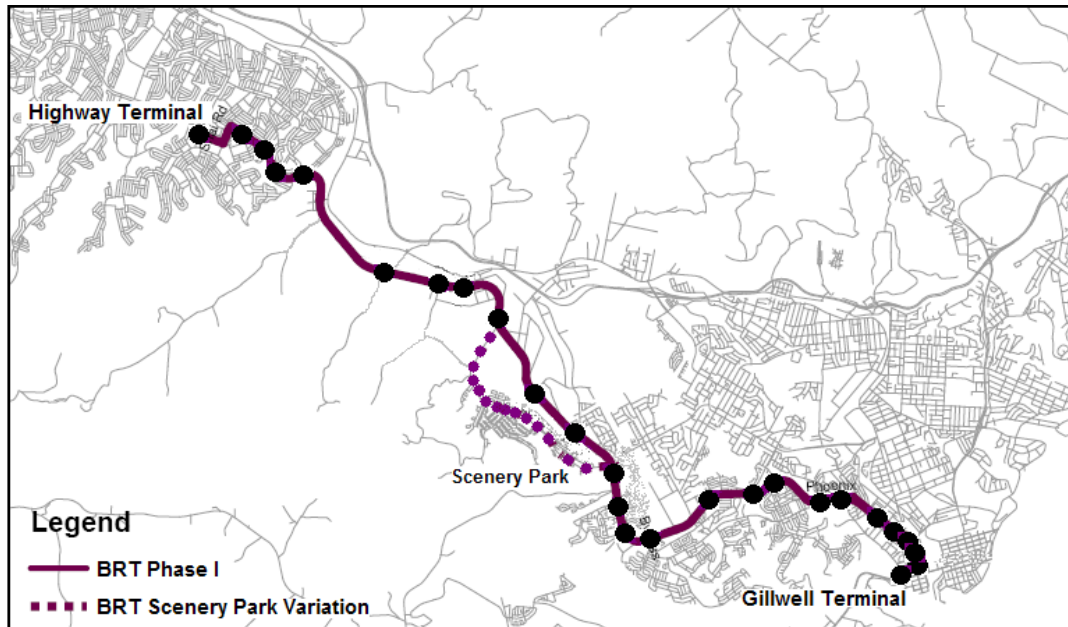
- Existing and future public transport demand – this corridor has the highest public transport demand in BCMM.
- This corridor provides the most operationally efficient corridor in Buffalo City and is therefore the most cost-effective.
- This corridor is the key strategic transport corridor in terms of the BCMM Spatial Development and Framework Plan.

In order to identify the Phase I route structure, it was necessary to develop a detailed conceptual design of the overall public transport system to ensure that the phase I corridor operates within a future integrated system. To this end a rationalised ultimate network scenario was developed, the layout for which is shown in the figure below:



Ultimate Scenario 2 Rationalised Routes

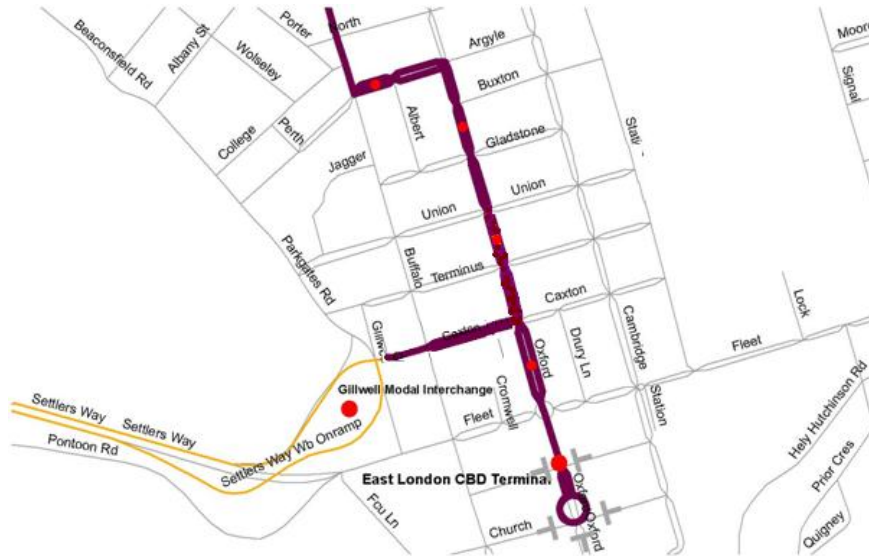
The proposed main route for the first phase implementation over the next three years is shown in the figure below.



Main Phase I Route – Mdantsane to East London CBD

The following figure shows the route through the East London CBD and the key features include:

- Oxford Street is proposed to be a transit mall with BRT vehicle access only. This will entail extensive pedestrianisation of Oxford Street, with traffic being diverted to the surrounding Streets, such as Buffalo and Cambridge Streets.
- This represents the most central route through the CBD area.
- This route also passes the most historical buildings and Oxford Street is considered the principal shopping street.



Main Phase I Route Showing the East London CBD

Phase I Service Implementation Options

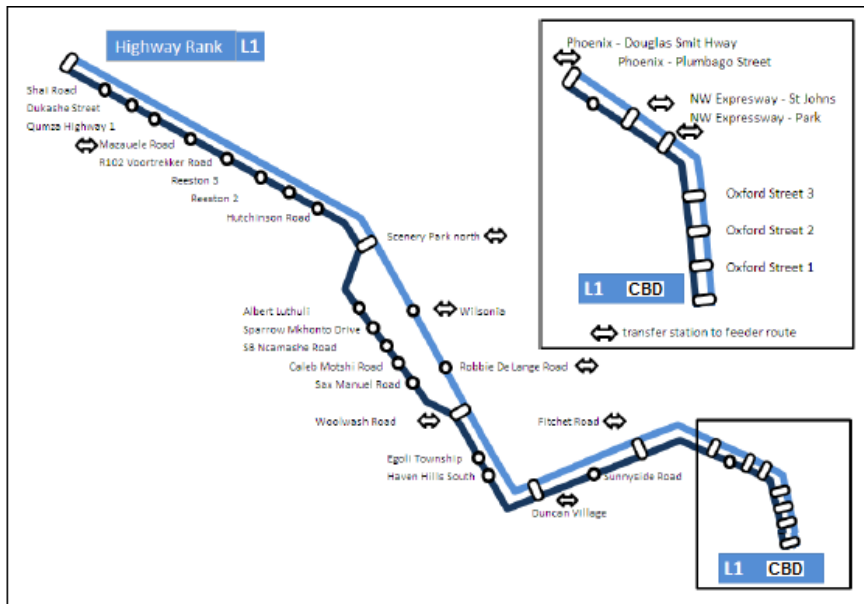
The following characteristics of the first phase implementation are proposed in the Operational Plan:

- Physically segregated busways located in the roadway median to avoid traffic congestion and vehicle conflicts. This would initially apply to the roadway from the Douglas Smit intersection through the CBD to the Gillwell terminal.
- High capacity vehicles.
- Closed, raised stations located in the median that function similarly to a train station.
- The service would run at a high frequency (less than five minute intervals).
- Rapid boarding and alighting would be achieved through level boarding with wide doorways and off-board payment.
- A centralised control centre will be required to provide passenger and driver information.
- Fare integration will permit faster transfers and reduced journey times.

7.8 Location of Transport Network Facilities

Terminals are large facilities at the end of trunk corridors, while depots serve multiple tasks including parking, refueling, and maintenance. The Mdantsane Highway Public Transport Interchange has been identified as a suitable Terminal and Depot. The Gillwell Street Public Transport Interchange was initially identified as the only terminal in the East London CBD, but now an alternative additional terminal is being proposed in Oxford Street South of Fleet Street due to Traffic Engineering constraints (this proposal is discussed in more detail in the next section).

Potential positions for stations have been identified and are illustrated in the figure below.



7.8.1 Major roads

The major road network consists of approximately 1 230 km roads. National freeways and Provincial trunk and main roads increase the major road length by approximately 250 km. 191 355 vehicles were registered within Buffalo City Metropolitan Municipality in 2004. This figure has increased relative to 2002 and 2003 by an annual increase of 8% per annum, considerably higher than the growth in population. If this trend were to continue to 2010, it may be expected that over 300 000 vehicles would be registered in Buffalo City by that year.

The strategy for road management must consider the two aspects – new development and maintenance – which together affect how the road system as a whole serves the City.

Road improvement projects

Based on current vehicle volumes, 60% of the major roads within the built-up areas of Buffalo City have critical sections that operate beyond capacity during peak hours. The congestion levels of the major road system have increased steadily, and will require transport demand management measures in the future to avoid the need for increasing road capacity unduly. Key projects over the next five years are:

- (i) Widening of Gonubie Road
- (ii) Quinera Drive extension
- (iii) Qumza Highway Upgrade
- (iv) New Buffalo River Bridge
- (v) Oxford Street pedestrian and public transport project
- (vi) Park Avenue/Thorburn crescent
- (vii) Extension of North West Expressway to Amalinda Road

7.8.2 Road maintenance and rehabilitation

The pavement management plan for Buffalo City's municipal major roads provides a management and maintenance plan for its 1 230 km of major roads. The present worth replacement value of these roads is estimated as R 1,02 billion.

It is estimated that, based on the nominal life span of roads being 20 years before major rehabilitation is required, the major road system has only 6 – 8 years of life remaining. The average condition of the network is rated as poor, with 15% of the surfacing and 15% of the sub-surface structure in the poor to very poor category. Buffalo City Metropolitan Municipality has a detailed programme for the management and maintenance of the major road system over the next five years. The key projects scheduled are:

- (i) The reconstruction and upgrading of Fleet Street.
- (ii) The second phase of the reconstruction of Cathcart Street in King William's Town.

- (iii) Rehabilitation of founding conditions of bridges on major roads.

7.8.3 Freight transport

Buffalo City has a large and potentially rapidly growing manufacturing sector, which relies on an efficient and reliable freight transport system. With the advent of the Industrial Development Zone on the Westbank freight transport is likely to increase significantly in future. All sectors of the economy depend on the incoming and outgoing movements of goods by road, rail, sea and air.

The current transport of heavy goods predominantly by road places a significant structural load on the road system, requiring a greater level of maintenance than would otherwise be required. Moreover, the limited capacity of Buffalo City and the Province to effectively apply enforcement to overloaded vehicles has a destructive impact on road pavements leading to premature failure. Overloaded vehicles, often in a non-appropriate condition, also contribute significantly to the negative development in terms of traffic safety.

A freight plan will be developed in future updates of the ITP. This will initially focus on determining the status quo of freight movements and the development of strategies in conjunction with the provincial and national spheres. Thereafter, the forthcoming ITP's will contain more concrete projects and proposals to manage and provide for freight movement in Buffalo City. Overloading control and the identification of transport routes to safeguard potential damage due to hazardous materials will form part of this plan.

7.8.4 Non-motorised transport

A significant number of people who do not have the means to use a private car or public transport for daily transport in Buffalo City gain access to work, education and other activities by walking. Cycling is an alternative but is significantly under-rated as a transport mode in Buffalo City. The ITP will include projects that provide the facilities to encourage safe walking and cycling, and encourage their use as viable transport modes.

The integration of pedestrian and bicycle facilities into the transport system promote improved accessibility to public transport interchanges and bus stops, work, school, shops, leisure etc. It promotes safer walking and bicycling – and it also contributes to an environmentally sustainable transport system as a whole. Non-motorized transport is an inexpensive means to make short trips within the City, and it also benefits

personal good health and fitness. Pedestrian facilities including facilities for cyclists are an important component of the public transport system as public transport users usually commence and end their journeys with either walking or cycling.

Walking and pedestrian facilities

The provision of sidewalks on all major roads in the urban area, and particularly on peri-urban areas where pedestrian movement is hazardous, must be given priority. Safe crossing points for pedestrians are essential at strategic points of high pedestrian conflict.

The important focus for the next five years will be on developing the overall pedestrian plan in more detail, followed by an action plan for the phased implementation of projects. The preparation of a Rural Non-Motorised Transport Plan is currently underway. Pedestrian facilities are currently inadequately provided in Buffalo City, and the best quality facilities are found in the more developed and affluent areas of the City. Low income areas, where pedestrian facilities are needed the most, are generally underprovided. This has a serious impact on the traffic safety situation. In rural areas the lack of non-motorised transport (NMT) facilities exacerbates the challenge of social isolation felt by many rural communities. The BCMM Rural NMT Plan will assess the current situation with regards to NMT in rural contexts in BCMM and will identify key projects to address the challenges facing NMT users. The NMT Plan will ultimately form part of the Integrated Transport Plan (ITP) and therefore the IDP of BCMM.

A key project to adapt Oxford Street to give priority to pedestrians will be undertaken within the next five years. This project will be carried out in conjunction with the Bus Rapid Transit System implementation which will involve the development of a portion of Oxford Street into a Transit Mall.

7.8.5 Special needs transport

The principle that will be adopted to provide for special needs passengers is to ensure that all projects are planned, designed, implemented and operated making sure that all persons can use the facility, service or vehicle involved. In the 2009/2010 financial year a pilot project was undertaken to install facilities for the disabled at the signalised pedestrian crossing at Frere Hospital. This project involved the installation of vibrating push buttons with audible signals and tactile paving with dropped kerbs. The success of this

project has led to the development of a programme to roll out this equipment at all traffic signal installations in BCMM.

8. BCMM INTEGRATED WASTE MANAGEMENT PLAN

8.1 Introduction

According to the National Waste Management Strategy, all South African Municipalities are to present a long-term strategy or plan on how to handle general waste services. Furthermore, Buffalo City Metropolitan Municipality identified the preparation of an Integrated Waste Management Plan (IWMP) as an important project within the Environmental Sector of the Municipality's first Integrated Development Plan (IDP), which was finalised in April 2002. It was agreed that if waste management is neglected and not dealt with in a more sustainable manner, waste will continue to pose a serious threat to the environment and the health of Buffalo City citizens.

The reason for developing an IWMP is to provide the Municipality with a sustainable long-term waste management system. The IWMP is a planning document, which includes comprehensive background information on the current waste situation in the Municipality as well as the current regulatory framework. Based on an analysis of the current situation, objectives, strategies and projects are formulated that address the priority issues of today.

The Constitution of South Africa (Act 108 of 1996, Section 152) states that *local governments are to ensure provision of services to communities in a sustainable manner, promote social and economic development, promote a safe and healthy environment, and encourage the involvement of communities and community organisations in matters of local government.* In order to fulfil these constitutional obligations, Buffalo City realises that the current situation must be rectified. This IWMP is an important step in that direction.

8.2 The Context of the IWMP

8.2.1 The National Waste Management Strategy

The National Waste Management Strategy (NWMS) was developed by the Dept of Environmental Affairs and Tourism (DEAT) and the Dept of Water Affairs and Forestry (DWAF) in 1998-99 and presents National Government's strategy for integrated waste management for South Africa. Among the priority initiatives formulated in the document, Integrated Waste Management Planning was identified as an important tool for improving the current waste situation.

The Buffalo City First Generation IWMP is formulated in compliance with the NWMS which allocates responsibilities as follows:

- The *national Department of Environmental Affairs and Tourism (DEAT)* will draft and promulgate regulations and guideline documents for integrated waste management planning of all waste types.
- The *provincial environmental departments* will develop hazardous waste management plans and prepare provincial environmental and waste management plans and prepare provincial environmental and waste management plans that incorporate the integrated waste management plans submitted by local government and industry. These will be submitted to the Committee for Environmental Co-ordination (CEC) for approval, which will facilitate inter-provincial coordination, particularly in relation to planning for facilities for treatment and disposal of waste.
- *Local Government* will develop and submit plans for integrated general waste management to the respective provincial environmental departments. General waste includes domestic and industrial/commercial waste that is not acutely hazardous or dangerous for man or the environment.
- Waste management plans for *industrial waste* that is disposed of at private and/or dedicated disposal facilities, will be prepared by the *developers/owners* and submitted to the respective provincial environmental departments.

Thus, Buffalo City's IWMP focuses on general waste generated within Buffalo City. The Municipality realises, though, the importance of communicating with Province as well as with significant industrial generators of waste to ensure that the above-stated required plans are formulated and implemented.

8.2.2 The IWMP in the context of the IDP

Considerable effort has been put into interpreting the meaning of BCMM's vision in terms of waste management for the formulation of objectives and strategies of the IWMP. The vision warrants for affordable waste collection services, sustainable waste treatment and disposal, litter-free living environments, safe working environments, and improved public awareness, among other things.

The IDP identifies "negative environmental and health impacts due to unsustainable waste management" as a priority issue that needs to be addressed by Buffalo City.

The following **objectives** in respect of Waste Management are listed in the IDP:

- Comprehensive long-term waste planning.
- Efficient, effective and appropriate waste collection and treatment services in the entire BCMM.
- The availability of landfills and transfer stations which comply with National and Local legislation and meet the long-term needs of the BCMM.
- Reduction of landfill waste by 35% by volume within 5 years through the implementation of waste reduction, re-use and recycling programmes and alternative treatment of waste.

The following **strategies** to achieve these objectives were adopted in the IDP:

- Formulation, adoption and implementation of an IWMP.
- Investigation of alternative uses and treatment of waste.
- Implementation of educational and awareness programmes.
- Identification and initiation of partnerships with external organisations, communities and industries.
- The review of the by-laws applicable in the different administrative areas and the rationalisation of these into a single set of appropriate by-laws applicable to all of BCMM.

During the development of the IWMP, additional information not previously available was gathered. This information has been used to further develop the objectives and strategies of Buffalo City's waste management.

8.2.3 The IWMP in the context of Buffalo City's IEMP

Buffalo City is striving to build a local consensus in the support of recognised sustainable development principles and has accordingly embarked upon a process aiming at a comprehensive Integrated Environmental Management Plan (IEMP). The IEMP Policy acts as a framework and guides local government in its strive to promote sustainable development. The IEMP is based on existing national and international law and legislation and will be implemented through various sector plans and programmes identified in the Integrated Development Plan (IDP). The Policy also outlines the integrated approach for all projects within the municipality, guiding decision-makers at all levels to accessible and adequate information on adverse environmental effects of the activity in question. This approach enables the opportunity to improve, lessen or put a stop to the planned activity. Furthermore, the IEMP promotes public participation.

Sector plans play an important part in the implementation of the IEMP Policy as well as the agreed principles. The IWMP, which is such a Sector Plan, reflects the Vision of Buffalo City. Emanating from the vision, the Waste Management Vision for the Buffalo City Metropolitan Municipality in the year 2020 is summarised as follows:

- All citizens of Buffalo City are provided with adequate, affordable and accessible waste management services.
- The amounts of general waste as well as hazardous waste are reduced by waste minimisation and recycling (incorporating sorting-at-source), limiting the amounts of waste going to landfill.
- The proper handling, treatment and disposal of all kinds of waste ensures that the adverse impact on the environment and human health and well-being can be minimised or tolerated. All waste treatment and disposal facilities are legally permitted and properly operated.
- Informal recycling at landfills has been phased out and replaced with formal employment opportunities in a thriving recycling industry, which promotes local economic development.
- The people living in Buffalo City will be environmentally aware and conscious with a significant knowledge of proper waste management, which they enthusiastically exercise.

9. BCMM DISASTER MANAGEMENT PLAN

9.1 Introduction

Sustainable development is not possible if disasters are continuously injuring and killing and damaging infrastructure, property and livelihoods. It is important that the relationship between disasters and development is recognised so that proactive action can be taken to eliminate or at least reduce the impact of the consequences of disasters.

When disasters occur the cost of the disasters sets back development, since projects are often delayed due to the diverting of funds. On the other hand, when disasters occur they provide an opportunity to rebuild “smarter”, i.e. to avoid the likelihood of repetition of the disaster, and to plan for a sustainable and safe future. Development can either increase or reduce the vulnerability of the community. Unsafe or inappropriate development increases vulnerability while adequate attention to risk in the planning of development will reduce vulnerability.

9.2 Regulatory Framework

The following legislation and policy regulates Disaster Management in South Africa.

- Green Paper on Disaster Management.
- White Paper on Disaster Management.
- Disaster Management Act (57 of 2002)

9.3 Background / Priority Issues

Buffalo City is susceptible to, and has previously experienced, the following disasters:

Severe Storms, including Strong winds Hail Lightning Heavy rain	Mainly in the inland areas South and East of the Amathole Mountains.
Wind	<ul style="list-style-type: none">▪ Gales (mostly along coast and at sea)▪ Tornados (entire Buffalo City)
Floods	Entire Buffalo City
Drought	Entire Buffalo City

Epidemics	Various areas
Fires	<ul style="list-style-type: none"> ▪ Veld and forest (whole area) ▪ Informal (informal sector) ▪ Industrial and commercial (whole area) ▪ Institutional (schools and hospitals)
Earth Tremors	Whole area
Aircraft Accidents	A number of aircraft accidents have occurred in Buffalo City.
Major Road Accidents	Whole area
Train Accidents	Lone Tree
Shipping Accidents	Various along coast
Hazardous Materials	Whole area
Strikes	Whole area
Unrest	Whole area
Terrorism	Whole area
<u>Service Failure</u>	
Electricity	Various areas as a result of infrastructure failure. Entire Buffalo City due to national load shedding.
Water	Berlin and Mdantsane.
Sewerage spillages	Mainly as a result of power failure. Duncan Village due to blockages.
Solid Waste	Mainly due to vehicle breakdowns.
Cell phones	As a result of network failure or overload.
Internally Displaced Persons	Most informal areas are a result of urbanization.

Lack of economic development in rural areas and communal conflicts are other aspects that play important roles.

The disasters listed above have the potential to occur throughout Buffalo City. There are however communities that are at risk of specific hazards, for example high density shack areas, houses within flood lines and people living near the airport.

Certain groups within the community, such as the aged, women, children, the disabled and the poor suffer the most from disasters and also lack capacity to recover.

The overall priority issue concerning disaster management is the lack of an integrated approach to disaster management in Buffalo City Metropolitan Municipality, which results in unsustainable development with unacceptable human, economic and environmental losses.

Buffalo City also hosts international and national sporting events as well as a range of cultural and political activities. Planning and management of these events is essential to prevent and manage crowd related disasters.

9.4 Objective

Following the identification of the key problem (priority issue) the following objective for future disaster management development has been formulated:

Proactive and reactive integrated disaster management for all communities in the Buffalo City Metropolitan Municipality, so that the consequences of disasters can be eliminated or reduced through a safe and sustainable environment.

9.5 Strategies

Disasters impact on every community and aspect of community life. It is thus essential that a holistic approach involving the entire community be taken to manage disaster. It is furthermore necessary to build capacity both inside and outside the municipality through partnerships and community participation as well as to include disaster management in developmental planning.

The key disaster management functions for the Buffalo City area are described below:

(a) *Risk and Vulnerability Assessment*

This function helps to identify and map the risks and vulnerabilities that exist within the Buffalo City area so that appropriate prevention, mitigation and response plans and strategies may be developed.

At present, large gaps exist in the information on risk and vulnerability in Buffalo City. Very little risk mapping exists, which is information that is critical for decision-making.

There is an urgent need to conduct a risk and vulnerability assessment and to create risk maps. There will be an ongoing need to keep the information up-to-date.

Risk assessments must be conducted for all major events in the city.

(b) *Prevention and Mitigation*

The worldwide focus of Disaster Management is to prevent or mitigate the impact of disasters. This function provides for the identification of existing problems that need intervention, development of strategies and promotion of the need to reduce the risk of disasters occurring, as well as reducing the scale or significance of a given disaster.

A risk and vulnerability assessment must form part of the feasibility study on all new development, so that prevention and mitigation can be built into the project. Prevention and mitigation measures include the following aspects:

- Engineering and construction
- Physical planning
- Economic
- Management and institutional
- Societal

Prevention and mitigation measures must be developed to address the potential risks identified with the hosting of events in the city.

(c) *Preparedness*

In spite of prevention and mitigation, disasters will still occur. Therefore, contingency plans must be prepared and evaluated on a regular basis to ensure a co-ordinated response with maximum returns from available resources. Preparedness also involves:

- Institutional framework
- Information
- Resource base
- Warning systems
- Response mechanisms
- Awareness, training and education

(d) *Response*

The preparedness of the city will determine the speed and efficiency of the response. The function includes responding to disasters in accordance with Disaster Plans and ensuring improvements to response actions through evaluation. The key response functions include:

- Evacuation
- Search and rescue
- Safety and security
- Assessment of needs

(e) *Relief*

Relief measures are to reduce the suffering of disaster victims, by promoting and supporting community and victim capacity in a manner that promotes independence. To be effective, relief must be:

- Appropriate
- In good condition/of good quality
- In required quantities/at required level
- At the place and time it is needed

(f) *Rehabilitation*

Rehabilitation is the action taken in the aftermath of a disaster to enable basic services to resume functioning, assist victims with self-help efforts to repair physical damage and community facilities, revive economic activities and provide psychological and social support to survivors. Rehabilitation must focus on lifeline services and must be needs-driven based on assessment. Lifeline services include:

- Communications
- Water supply
- Power supply
- Roads and transport
- Waste disposal
- Public health

(g) *Reconstruction*

Reconstruction is the full restoration of all services and local infrastructure, replacement of damaged physical structures, the revitalisation of the economy and the restoration of social and cultural life.

It is essential that prevention and mitigation are built into reconstruction and that local capacity is improved on.

9.6 Conclusion

The overall task is to develop proactive and reactive integrated disaster management for all communities in the Buffalo City Metropolitan Municipality. All of the key functions discussed above form the total Disaster Management package. Lack of attention to any single function will seriously jeopardise the ability to manage disaster, and will result in unnecessary and avoidable loss and hardship which will impact negatively on sustainability of development.

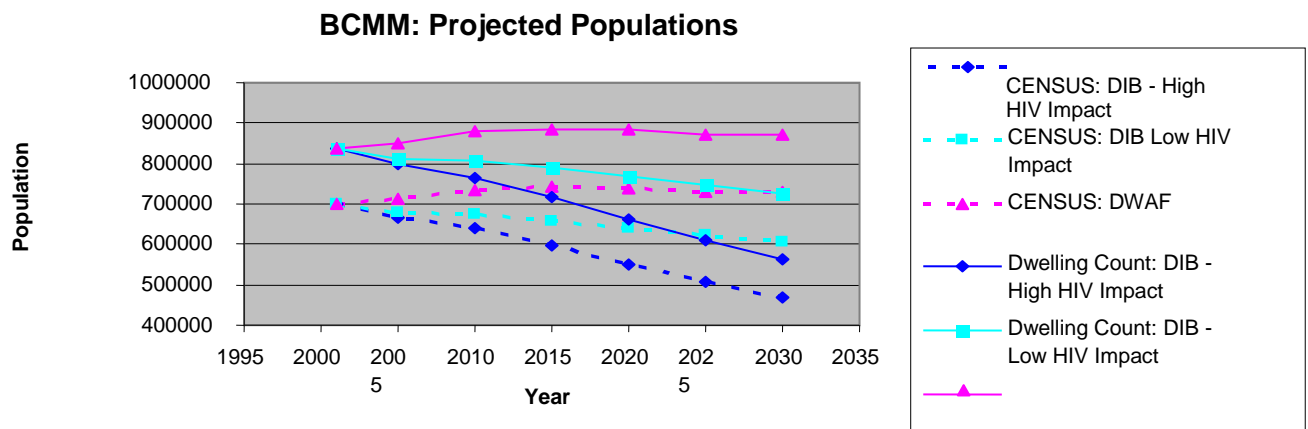
The hub of Disaster Management is the Disaster Management Centre, and the capacity of the centre will determine the efficiency with which a proper Disaster Management service will be provided to the citizens of Buffalo City

10. WATER SERVICES DEVELOPMENT PLAN

10.1 Socio-Economic Profile

Demographics:

Population projections for BCMM are as presented in the figure below.



The extent of the divergence in the above scenarios, pose significant risks to BCMM, in that BCMM could invest in infrastructure that may not be required in the future. Therefore, there is an urgent need to obtain greater levels of confidence in the populations figures within BCMM.

- As a result of the current state of the BCMM economy, there is no significant net migration into BCMM i.e. the rate of people entering BCMM ± balances with the rate of people leaving to seek employment elsewhere.
- There is however two patterns emerging within BCMM namely:
 - A move towards coastal resort /farm style living for middle and upper income residents; and
 - Rural to urban migration (either permanently or temporarily) for lower income residents.

The above trends have a fairly significant impact in terms of water services delivery, in that the “life style resorts” are tending to be remote from existing bulk infrastructure and therefore costly to service, whilst the low cost housing results in high levels of service being provided to those who cannot readily afford these levels of service.

- BCMM has seen the anomaly of low (0.4%pa) population growth rates, but high (4%pa) housing growth rates over the past 5 years. The trend of high housing growth looks set to continue, given the low cost housing backlog and proliferation of proposed middle to upper income housing developments.

The number and type of household consumer units within BCMM, based on the Census verification data, are as tabulated below.

Area	Formal Single Dwellings	Formal Multiple Dwellings	Backyard Shacks	Informal	Total
Urban	95 767	4 593	7 972	30 633	138 965
Rural	83 547	0	0	0	83 547
Farms	5 093	0	0	0	5 093
Other	2 722	0	0	0	2 722
Total	187 127	4 593	7 972	30 633	230 327

From the above table it can be noted that:

- Some **60.3 %** of all dwelling units are located **within the Urban Edge of BCMM**

- Some **27.8%** of the urban dwelling units (or **16.8%** of the total dwelling units) are either **informal settlements or backyard shacks**;
 - Some **36.3 %** of all dwelling units are “**informal**” **rural homes** located outside of the Urban Edge; and
 - Some **3.4 %** of all dwelling units are “**formal**” **homes** located *outside of the Urban Edge* (e.g. farms / Nahoon Dam complex).
- Given the above table, the low cost housing backlog equates to some 38 600 households. There is also reported to be a potential for some 28 500 middle/upper income housing units to be delivered over the next 5 to 10 years.
 - The consumer profile for BCMM, as per the billing database of March 2007 (i.e. urban consumers only), is as tabulated below.

Consumer Category	Greater East London	Greater King Williams Town	Mdantsane	Total	% of Total
Domestic	42 503	31 010	29 168	102 681	94.9
Business	3 508	1 045	272	4 825	4.5
Other	371	247	126	744	0.7
Total	46 382	32 302	29 566	108 250	100

- Domestic consumers account for 77% of the recorded sales by volume;
 - Business consumers account for 25% of the recorded sales by volume.
- The profile of the urban domestic consumers as per the billing database of June 2010 is as tabulated below.

Consumer Category	Greater East London & Mdantsane	Greater King Williams Town	Total	% of Total
Metered	77 896	16 650	94 546	43.7
Flat Rated ^{1,2,3}	9 481	8 227	17 708	8.2
Indigent	97 653	6 588	104 241	48.1
Total	185 030	31 465	216 495⁴	100

From the above tables, the high dependency of BCMM on the small percentage of domestic metered consumers, for revenue income, can be noted.

- No significant growth in business (industrial and/or commercial) consumers (both by number & by volume) is anticipated in the short to medium term.
- The 'dependent' population i.e. younger than 18 and older than 65, is estimated to be about 41.6% of the total population, which is considered significant in terms of sustainability considerations.

Health Profile

- There appears to be little readily available data regarding water related diseases within BCMM.
- Statistics are however obtainable from DoH for diarrhoea incidences and other water related diseases. These indicate a close correlation between the areas with high incidences of diarrhoea and those areas with inadequate sanitation services i.e. the informal and low income settlement areas within BCMM.
- The health profile of the City has not to date played a significant role in directing water services delivery. The need to strengthen Water Services and Environmental Health management and integration, to ensure that environmental health issues play a more influential role in service delivery, has therefore been identified. This will be done by capacitating/strengthening the existing Sanitation Task Team, ensuring regular reporting on health issues and by electing a political champion.

10.2 Service Level Profile

Residential Consumers

- The residential water consumer profile within BCMM, based on the Census verification data, is as tabulated below.

No. Consumer units with:	Urban	Rural:	Farm	Other
1. None or inadequate	46 010	4 165	Unknown	Included with farms
2. Communal water supply	16 811	57 758	“	“
3. Controlled volume supply	0	0	“	“
4. Uncontrolled volume supply: yard tap or house connection	102 703 ³	0	“	“
5. Total Served (2+3+4)	119 514	57 758	“	“
6. Total (1+5)	165 524	61 923	4 352	“

- The residential sanitation consumer profile within BCMM, based on the Census verification data, is as tabulated below.

No. Consumer units with:	Urban	Rural	Farm	Other
1. None or inadequate: Below RDP: Pit	60 891	61 893	Unknown	Included with farms
2. None or inadequate: Below RDP: Bucket	Included in the above figure ²	0	“	“
3. Consumer installations: On-site dry or equivalent, including VIP toilets, UDS, composting system	18	2 449	“	“
4. Consumer installations: Wet (Septic tank, digester or tanker desludge or effluent discharge to an oxidation pond etc.)	1 320	0	“	“
5. Discharge to sewer treatment works (intermediate or full waterborne)	117 560	0	“	“
6. Total Served (3+4+5)	118 898	2 449	“	“
7. Total (1+2+6)	179 789	64 342		“

- There are no dense formal settlements which have been provided with communal or uncontrolled water supplies together with on-site dry sanitation systems, at scale, i.e. there

are no grey water management practices in these areas. There is however a need to institute grey water management practices in the informal urban settlements and the dense peri-urban type areas.

- Given the low levels of sanitation provision within the rural areas and the levels of service provided in the informal and formal urban areas of BCMM, pit emptying and sludge disposal occurs on an ad hoc call down basis at present. Certain of the residents find the costs involved prohibitive, and opt not to have the pits emptied.
- It is the objective to have all persons currently residing in informal settlements, residing in formal housing by 2014. These new households are at present being provided with high levels of service. However, due to the extent of the housing to be delivered and the income levels of the beneficiaries, the impact of this housing programme will be significant both in terms of water services provision (extent of infrastructure required to support such development) and the sustainability of the Municipality (most beneficiaries of the housing programme will more than likely not be able to afford the higher levels of service).

Public Institutions and Dry Industries

- There are some 5 569 urban non-residential consumers units (i.e. industrial, commercial, government) within BCMM at present. These are all provided with high levels of service.
- There are some 850 rural non-residential consumers units (i.e. schools, clinics, police stations sports facilities) within BCMM. These often have rudimentary stand-alone water supplies and generally have basic on-site dry sanitation facilities, which are not serviced by BCMM.
- No significant growth in the number of public institutions and dry industries are anticipated in the short to medium term, although the following proposed and/or planned developments have been noted:
 - Establishment of the Fort Hare Campus in the CBD;
 - Sleeper Site in the CBD;

- The Beach Front and Nahoon developments;
- Upgrading of the Cecelia Makiwane Hospital; and
- Upgrading of the Fort Glamorgan Prison.

Wet Industries

- Da Gama Textiles are the main wet industry within BCMM. They do however use both raw and re-cycled water for their process water.
- The following are the top 15 consumers within BCMM:

NAME / OWNER	LOCATION / FACILITY
Public Works Department	Fort Glamorgan Goal
Cecilia Makiwane (Services)	Cecilia Makiwane Hospital
Daimler Chrysler of SA (Pty) Ltd	Military Rd
Mdantsane Prison.	Mdantsane 3712 Nu 12
National Dept Public Works	Main
Mcel Cult & Envir Serv.	Fullers Bay Bulk Meter
Dep of Roads and Public Works	Camp, Summerpride
Johnson & Johnson	Factory, Dawn
E L Golf Club	Nahoon Reef Rd
St Dominic's Hospital	45 St Marks Rd
China Garments Manufacturers	Dimbaza Industrial Sites 71
Nestle SA Pty Ltd (Boiling Flats)	
cc	Park Ave (Boiling Flats) 58
Transnet Ltd Cc	Workshop
East London Abattoir (Pty) Ltd.	Smithfield Rd 1
	Grens Skool Koshuis, Mc Jannet
Hoërskool Grens	Dve

- There are no wet industries outside of the Urban Edge.
- Given the economic forecast for the area (i.e. decline in the primary and secondary sectors and growth of the tertiary sector), no significant growth in the number and/or extent of wet industries are anticipated within the region in the short to medium term.

Raw Water and Treated Effluent:

- Da Gama Textiles in King Williams Town are the only large raw water consumers within the BCMM. They are supplied directly by the Amatola Water Board and also have facilities to re-cycle water on site.
- The East London, Gonubie & King Williams Town golf courses and two farmers in the Gonubie area, are the only treated effluent users within BCMM. The bulk of the consumption not being metered at present;
- Treated effluent has also been earmarked for use in the IDZ and the proposed East Coast Golf Course Estate (Sinathi).
- There are no raw or treated effluent users outside of the Urban Edge.
- No significant growth in the number and/or extent of raw water consumers are anticipated in the short to medium term. However, given the stressed nature of the water resources in the area, it is anticipated that the use of treated effluent will increase fairly significantly during this period.

Industry & Trade Effluent:

- Most industries in BCMM release their trade effluent into the municipal sewer system. A permit is required for this practice, for which a tariff, linked to the volume and strength of the effluent is charged. The practice is regulated by BCMM's Scientific Services Branch.
- There are no penalty structures in place at present for non-compliance in terms of this permit.
- There are a few industries that release their effluent into the environment via evaporation ponds or disposal into the sea. This practice is regulated by DWAF & DEDEA.
- The strength and volumes of the effluent is having a significant impact on the municipal systems in certain catchments, such as that of the Central Waste Water Treatment Works.
- The need to strengthen compliance monitoring, to review tariff structures and consider implementing non-compliance penalty structures, have been identified.

10.3 Water Resource Profile

Water Source

- The Amatole Bulk Water Supply System (ABWSS), which also services consumers in the Amahlati and Great Kei municipal areas, is the main raw water supply system servicing the BCMM, servicing some 81% of the population via the following regional water supply schemes:
 - Upper Buffalo RWSS;
 - Middle Buffalo RWSS;
 - Lower Buffalo RWSS;
 - Newlands RWSS; and
 - Ncera Coastal RWSS.

- The Keiskamama System services some 14% of the BCMM population via the Sandile and Peddie Regional Water Supply Schemes, which predominantly service consumers in the Nkonkobe and Ngqushwa municipal areas.
- The remaining BCMM population are serviced by via local groundwater (borehole) fed schemes. These are primarily located in the coastal areas to the west of East London where supplies are augmented by rain water harvesting, and the rural area to the north of Bhisho.

- The ABWSS comprises of the following sub-systems:
 - Upper Kubusi (Gubu Dam/outside BCMM);
 - Lower Kubusi (Wriggleswade Dam/outside BCMM);
 - Upper Buffalo (Rooikrantz and Maden Dams/inside BCMM);
 - Middle Buffalo (Laing Dam/inside BCMM); and
 - Lower Buffalo (Nahoon and Bridledrift Dam/inside BCMM).

- The surface water hydrology for this system has been extensively studied to date.

- DWAF recently initiated the Amatole Bulk Water Supply System Reconciliation Strategy Study (ABWRSS), to develop strategies to ensure the reconciliation of supply and demand for consumers in this system, into the future. A committee of relevant stakeholders has been established on completion of the study, to ensure that the strategies are implemented and periodically reviewed.
- Given the provisional river classifications and associated environmental water requirements (EWR) for the respective rivers in the ABWSS, and the water requirements for the Nahoon estuary, the yields available from the respective dams are as tabulated below:

DAM	AVAILABLE YIELD							CURRENT USE Excluding Agricultural Use (Mm ³ /a)
	HISTORICAL (Mm ³ /a)			ASSURED SUPPLY (Mm ³ /a)				
	No EWR	With EWR		90%	95%	98%		
		C	CD	C	C	C	No EWR	
Maden	0.35	-	-	-	-	-	0.48	3.654
Rooikrantz	2.86	1.04	-	-	-	0.97	-	
Laing	17.24	-	13.55	-	-	17.80	-	9.088
Bridledrift	18.89	23.05	-	30.73	30.30	26.15	-	62.65
Nahoon	8.610	7.24	-	-	-	7.50	-	8.863
Wriggleswade	25.71	15.16	16.14	-	-	17.12	-	0
Total	73.65	-	-	-	-	70.02	-	84.255

Notes:

Water from the Wriggleswade Dam can be released into the Buffalo and Nahoon Rivers upstream of the Laing and Nahoon Dams respectively, if required and provides increased assurances of supply to the Laing, Bridle Drift and Nahoon Dams.

- The groundwater potential of the area is generally poor with boreholes having low yields and poor water quality, i.e. groundwater is not suitable for large scale use. Groundwater will however continue to play a role in augmenting supplies and meeting holiday peak demands in the coastal resorts to the west of East London.

- BCMM is reliant on bulk raw water (for KWT water treatment plant) and bulk potable water purchases from the Amatola Water Board to service its supply area. Current usage is as follows:

- Raw water purchases 3.489 Mm³/a

- Potable water purchases 27.057 Mm³/a

Amatola Water also provide the DaGama Textiles factory with some 1.316 Mm³/a of raw water.

Adequacy of Source

- The ABWSS is not able to meet the current demands, at appropriate assurances of supply, if full provision for the EWR and agricultural demands are to be met.
- The reasons for not having to curtail supplies to date, given the above, are the following:
 - Environmental water requirements are not necessarily being met at present;
 - Higher than average rainfalls over the past few years; (it is estimated that the average rainfall over the past 20 years has been 10% higher than that over the past 100 years); and
 - The irrigation demands have been lower than anticipated due to the extent to which irrigation is being practiced and the recent good rains.
- The current Water Services Provider (WSP) institutional arrangements and the associated tariff structures are preventing the optimal utilisation of the ABWSS at present. As a result of the above:
 - The Nahoon Dam and associated infrastructure are being under-utilised; and
 - The Bridle Drift Dam is being over-utilised (volumes greater than the 80% assured yield are currently being abstracted).

- Given the anticipated housing growth, the demands on the surface water resources from the ABWS are anticipated to grow fairly significantly in the short to medium term.
- The divergent future predicted population and housing figures within BCMM severely impact on the ability to effectively plan future water resource requirements for BCMM. Furthermore, the risk of investing in infrastructure that may not be required is high.
- Given the above and the time taken to develop surface water resources (7+ years), it is anticipated that the following measures will need to be considered to ensure a reconciliation of supply and demand into the future:
 - Accepting reduced assurances of supply in the short-term;
 - Not meeting the full environmental water requirements in the short-term;
 - Implementing water conservation and demand management initiatives (water use efficiency) at scale; and
 - Re-using water.
- Given the above and the extent to which BCMM's own resources are stressed at present, significant increases in purchases of water from the Amatola Water, with corresponding increased operational costs, are anticipated in the short to medium term.

Return Flows

- Potential point source return flows emanate from 13 No. waste water treatment works (WWTW) and 2 No. oxidation ponds systems. Return flows are currently as follows:
 - Upstream of Laing Dam 10.731Mm³/a
 - Upstream of Bridledrift Dam 0.0 Mm³/a
 - Downstream of Bridledrift Dam 13.213 Mm³/a
 - Upstream of Nahoon Dam 0.0 Mm³/a
 - The Gonubie, East Bank and West Bank works discharge some 18.615 Mm³/a directly into thesea.
- Return flows into dams are not expected to increase significantly in the short to medium term despite the anticipated housing growth and high levels of service to be provided, as the bulk of the areas identified for development fall within the catchment areas of the Mdantsane,

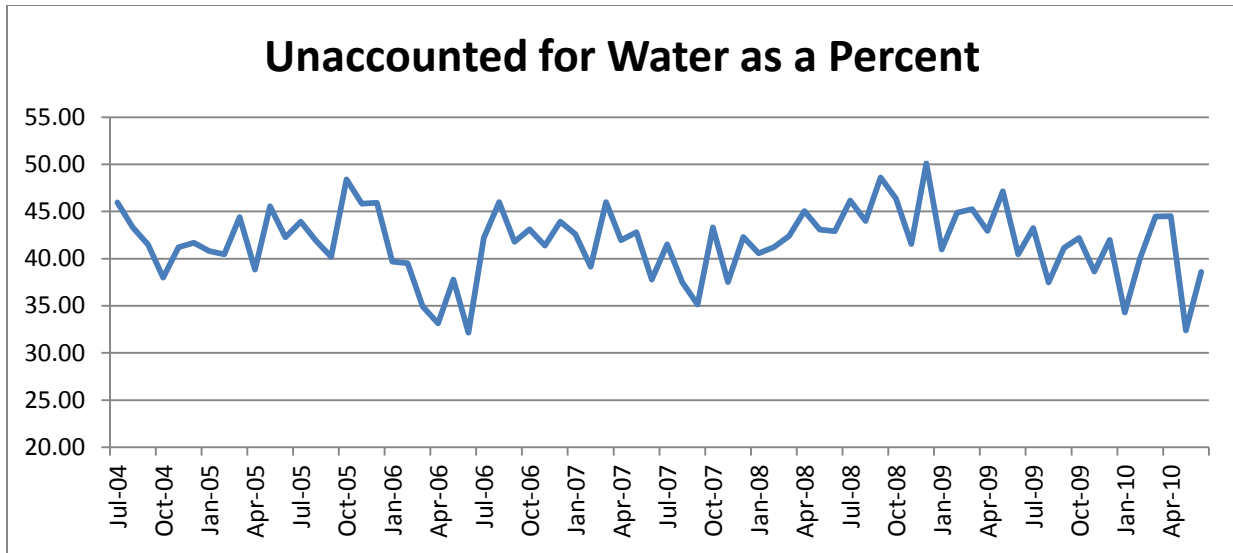
Reeston, Central, East Bank, Gonubie and West Bank works (all discharge down-stream of dams). Furthermore, water efficiency and water reuse initiatives are anticipated to increase in the short to medium term.

Water Quality

- The waters in the Buffalo and Nahoon Rivers are subject to eutrophication and water hyacinth has established in the non-tidal reach of the Nahoon River below the Nahoon Dam. This is primarily as a result of high nutrient levels in these rivers due to industrial (point source – less significant of late) and domestic (point and diffuse source-significant) effluent discharge into the rivers. This is by and large a result of the following:
 - Wastewater treatment works generally operating at or beyond capacity (often as a result of water wastage and inefficient use in their respective catchments); and
 - Inadequate sanitation facilities (rural and informal settlements).
- The above trends are likely to remain in the short to medium term, unless significant investment is made in WC/WDM, wastewater infrastructure upgrade, provision of rural sanitation and delivery of RDP housing, which has not been the case to date.
- There is also significant pollution emanating from the stormwater networks and run-off from the informal settlement areas.

10.4 Water Conservation and Demand Management

The extent of water wastage and inefficient use within the BCMM is significant. Good progress has been made with respect to the reduction of water leaks and consumer management. As such, WC/WDM has been identified as being key to BCMM being able to deliver on its short to medium term development objectives. See trends with respect to unaccounted for water as a percent hereunder.



The key water services constraints currently inhibiting development are the following:

- Limited water resources availability (at appropriate levels of assurance and with due consideration for the environment);
- Bulk water and wastewater infrastructure components operating near, at or over capacity; and
- Financial constraints (both revenue and capital).

WC/WDM can effectively address all of the above as efficient use and reduced wastage will result in:

- Reduced volumes of water abstracted from the respective water resources;
- Reduced loads being placed on existing infrastructure (water and wastewater);
- Reduced operating costs and improved revenue streams; and
- Delay in having to implement costly capital works.

Delaying the need to implement capital works is key in BCMM, given the uncertainty regarding existing and projected population figures and unit water demands i.e. it reduces the risk of investing in unnecessary infrastructure.

The objectives in terms of WC/WDM are as follows:

- A comprehensive WC/WDM Strategy, Reduction Targets and Implementation Plan approved by Council within 1 year;

- A cleaned billing database, which is integrated with the WMIS, within 1 year;
- Sustained WC/WDM interventions in place within 2 years; and
- A suitably capacitated and resourced WC/WDM section, complete with an identified political champion, in place within 1 year.

The key gaps in terms of WC/WDM are the following:

- The extent and functionality of metering, the accuracy of the respective databases, the functionality of certain management systems and certain institutional aspects are currently inhibiting the ability to effectively plan and implement WC/WDM interventions;
- WC/WDM has been adopted by BCMM as a key service delivery objective; a review of the current WC/WDM is currently underway.

A number of key strategies / initiatives have been identified to address WC/WDM, the following of which are currently being implemented:

- Development and implementation of an appropriate water and sanitation management information system has been completed;
- The integration of this system with those of the Finance Department; and
- The reviewing and cleaning of the billing and meter databases.

The following are seen as being key to successfully implementing WC/WDM on a sustained basis within BCMM:

- Commitment to and endorsement of WC/WDM being a key delivery objective throughout all levels of BCMM;
- Targets being set and closely monitored;
- Interventions being identified; and
- The requisite institutional framework being established and adequately funded/resourced.

10.5 Water Services Infrastructure

Water

- BCMM is at present serviced by 4 No. regional surface water supply schemes located primarily within BCMM, 2 No. surface regional water supply schemes located primarily outside of BCMM but feeding portions of BCMM, 1 No. regional groundwater scheme and a number of smaller local groundwater schemes.
- The main schemes, which service around 81% of the BCMM population which reside within the KWT/ East London corridor, are the following:
 - Upper Buffalo RWSS – KWT, Breidbach & surrounds
 - Middle Buffalo RWSS – KWT, Bhisho, Zwelitsha, Ndevana, Phakamisa, Berlin & Mdantsane; and
 - Lower Buffalo RWSS – Mdantsane & the greater East London.
- The Sandile and the Peddie RWSS's service around 14% of the BCMM population, which reside in the Dimbaza and Chalumna areas respectively.
- The Ncera RWSS services several rural villages and Kaysers Beach, to the west of East London.
- The groundwater schemes service rural villages to the north of KWT and many of the resorts on the coast to the west of East London.
- The Upper Buffalo RWSS is stressed from a water resource perspective (capacity of WTPs greater than assured yield of Rooikrantz- and Maden Dams), with supplies to the KWT area already being augmented from the Middle Buffalo RWSS. Infrastructure capacity constraints however restrict the extent of augmentation possible.
- The Middle Buffalo RWSS has surplus yield, but the Laing WTP is operating near capacity. The Sandile RWSS operates above treatment capacity.
- The Lower Buffalo RWSS is stressed from a water resource perspective and water treatment is nearing capacity for the scheme as a whole. The yield of this scheme can however be augmented with supplies from the Wriggleswade Dam.
- The Ncera WTP is scheduled to be decommissioned shortly, with supplies to the Ncera RWSS being fed from the Lower Buffalo RWSS (Damspot Reservoir).

- Apart from the resource and treatment constraints, the following are seen as key infrastructure constraints:
 - The conveyance capacity of the Buffalo River pumping system;
 - Inadequate storage in the East London and KWT areas;
 - The conveyance capacity from the Laing dam WTP to the Beacon Hill Reservoir;
 - Conveyance capacity to the West Bank high level zone;
 - Conveyance capacity to the Winter Strand area;
 - The conveyance capacity of the Ncera pipeline and the ability to feed Kidds Beach;
 - The absence of a dedicated bulk supply system for large parts of East London and also in the Breidbach area;
 - The zoning in East London, KWT, West Bank & Gonubie;
 - High water losses in the Duncan Village/Gompo and KWT areas; and
 - Lack of accurate as-built record for infrastructure in the Dimbaza and Zwelitsha areas.

Wastewater

- Access to waterborne sanitation, with either off or on-site disposal, is limited to the formal and certain larger peri-urban settlements within the Urban Edge of BCMM. These settlements are serviced by 10 No. wastewater treatment works (WWTW), 4 No. oxidation ponds and 1 No. sea outfall, each with their own catchment area.
- The condition of the sewerage infrastructure throughout BCMM is generally one of inadequate capacity, old and poorly maintained infrastructure, resulting in periodic spillages into the river systems.
- Due to the topography of the region, there are a large number of sewer pump stations and pipe bridges within the respective drainage regions, which place additional operational and maintenance burdens on the service branch.
- No further development in the drainage areas of the Dimbaza, KWT, Bhisho, Breidbach and the Central waste water treatment works is permitted at present, due to infrastructure capacity constraints (augmentation currently under way). The same applies to the drainage area of the Second Creek Pump Station in the catchment of the East Bank WWTW. The implementation of

the WC/WDM programme is currently addressing the high levels of water wastage in the catchment area.

- The capacity of the Gonubie, Mdantsane East and East Bank WWTW's are currently being increased, to facilitate further development within their respective catchments.
- Apart from treatment constraints, the following are seen as key infrastructure constraints:
 - The limited pump sump capacities throughout BCMM;
 - The City, Second Creek and Nahoon pump stations;
 - The Edly Symons rising main and the Beacon Bay to Gonubie interceptor, the interceptors along the Orient Beach and from Vincent, the Pontoon Road Tunnel, the Bank Street interceptor, the pipe bridges in Mdantsane and the Tyu-Tyu interceptor; and
 - The collapsing pitch fibre sewers in Mdantsane.

The following have also been identified as having significant impacts on the capacity and functioning of the infrastructure:

- High levels of water wastage;
- Vandalism, theft and abuse of infrastructure;
- Stormwater and root ingress and siltation; and
- Rags used for sanitary purposes.

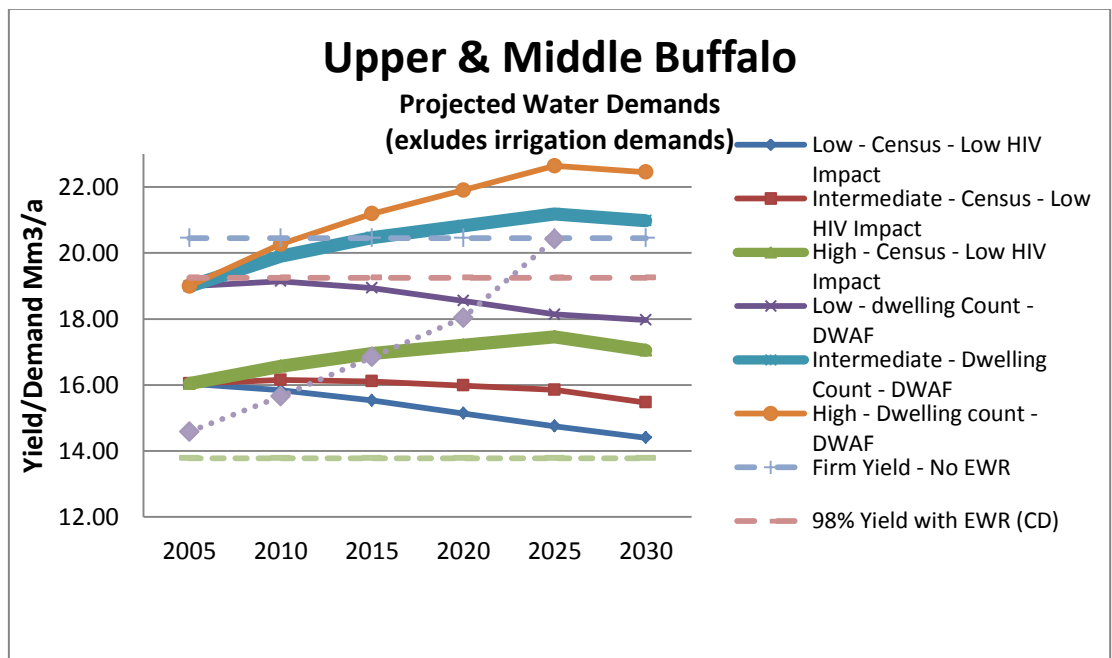
Infrastructure Asset Management

- There have been inadequate budgets to efficiently and effectively undertake the operation and maintenance of the infrastructure over an extended period of time, resulting in;
 - Asset stripping;
 - Ad hoc maintenance (i.e. no routine & preventative maintenance).
- Inadequate staff, especially in key positions, both in terms of numbers and experience/training, has been identified as a further key constraint to effective asset management. There are also inadequate budgets available to undertake the requisite training.

- BCMM has installed and operationalized a Water Services Management Information System (WSMIS) to address the recording and tracking of customer complaints, asset management and operational control. This system is not fully operational due to budget constraints.

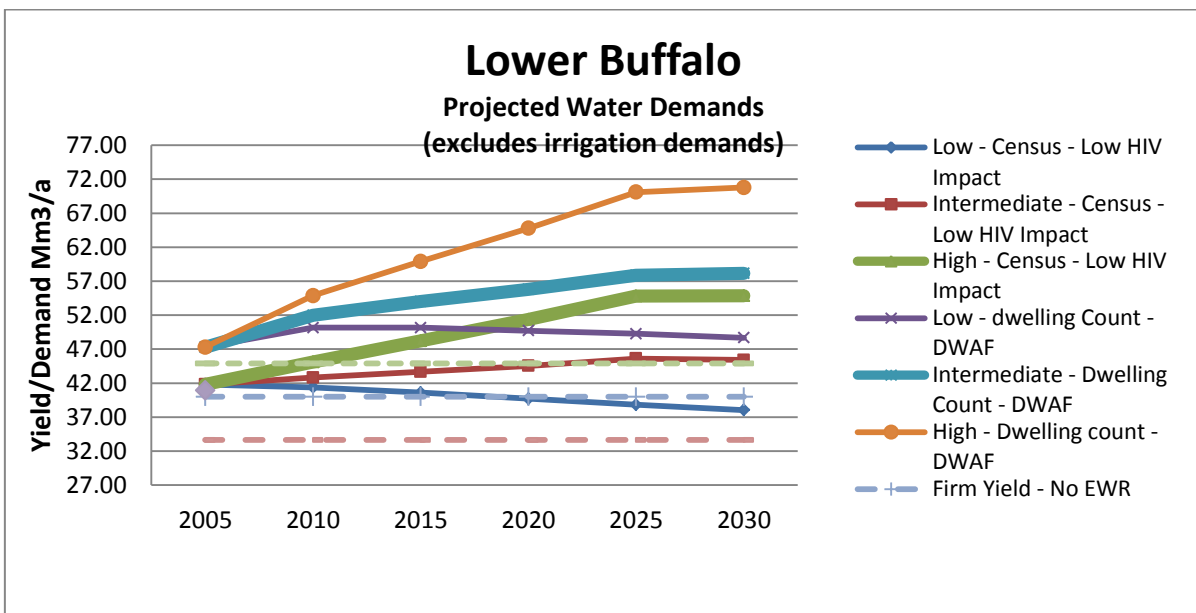
10.6 Water Balance

- A wide variety of water demand scenarios were determined for domestic, industrial and agricultural consumers within the ABWSS supply area, as part of the ongoing Amatole Bulk Water Reconciliation Strategy Study. These scenarios took the following into consideration:
 - The Census and Dwelling Count population figures;
 - The various DWAF and DIB future population growth scenarios;
 - Low, intermediate and high domestic water unit demands to represent a variety of levels of service options for low income households; and
 - Low, intermediate and high industrial and agricultural water demands based on various levels of developments and accepted unit demands.
- The results of the above, which include provisions for return flows and exclude the projected irrigation demands, are presented in the graphs below;



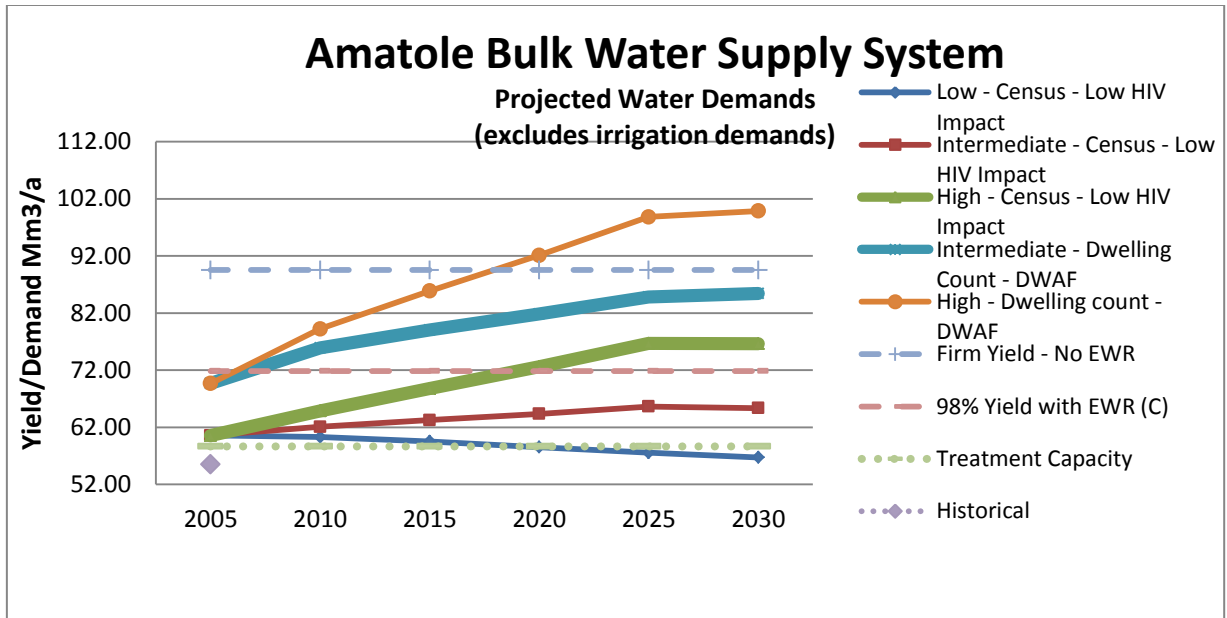
From the above graph it can be noted that:

- The Upper and Middle Buffalo Schemes have been presented together due to their current levels of interconnection.
- There is surplus assured yield in this sub-system, at current development levels and trends, for the next 5 to 10 years. This situation will however reduce significantly if provision is made to accommodate the potential irrigation demands, which are not at present being utilised.
- There is inadequate treatment capacity in the short to medium term within this sub-system.



From the above graph it can be noted that:

- There is inadequate assured yield in this sub-system at current development levels and trends, especially when provision is made to accommodate the potential irrigation demands and the EWR, without the augmenting supplies from the Kubusi system (Wriggleswade Dams).
- There is nominal surplus treatment capacity within this sub-system. Capacity should be augmented within the next 3 to 5 years.
- Source and treatment capacities are sensitive to the extent and level of services provided for the housing backlogs i.e. time frames to augment capacities reduce significantly should housing delivery, with high levels of service, be delivered at scale.



From the above graph it can be noted that:

- There is adequate assured yield in the system at current development levels and trends, when the yields of the Kubusi system (Wriggleswade Dams) are considered. The time frames for the augmentation of the yield is however sensitive to the following:
 - Rate of take-up and extent of the agricultural demand;
 - The extent of the growth in the industrial water demand;
 - The rate of implementing the EWRs; and
 - The rate of delivery of and level of service to be provided for the housing backlogs.
- Given the sensitivity of the water balance to the various growth scenarios and the localised deficits, the importance of implementing WC/WDM at scale can be noted.

10.7 Water Services Institutional Arrangements

General

- BCMM is both the Water Services Authority (WSA) for its entire area of jurisdiction and the Water Services Provider (WSP) for area, covering most of the bulk water provision and all of the retail functions. The Amatola Water Board is the other WSP that is operational in the area, focussing on the provision of bulk water supply services, mainly to BCMM.

Water Services Authority

- BCMM has an established WSA in place, which has the ability and resources to undertake a number of the WSA functions in its current format. However, it has been identified that the current capacity and form of the WSA is inadequate to successfully undertake all its functions, and needs to be re-structured and appropriately resourced. The unit has been operating since 2004 and has established itself as a key component of the city's water services establishment as the water legislation requires. Some notable progress has been made in setting up a business plan, drafting some policies and bylaws and representing the city's interests on various planning and liaison forums.

- Key areas requiring attention include the following:
 - Ability/mechanisms to ensure compliance with the by-laws;
 - Development and implementation of a WC/WDM strategy;
 - Development of a mechanism to manage and monitor the implementation of the WSDP and
 - Establishment of WSA staff capacity and systems.

- BCMM has recently completed the preparation of a WSA capacity building business plan, based on which funding will be made available to address the identified capacity building requirements.

Water Services Provider

Water:

- BCMM is the retail WSP for its entire area of jurisdiction and the bulk WSP for three of the six surface water supply schemes servicing BCMM and all the groundwater schemes.

- Amatola Water is the bulk WSP on the remaining three surface water supply schemes, delivering some 32% of the total volumes of potable water consumed within BCMM.

- Amatola Water also delivers raw water in bulk to both the BCMM (supply to the KWT water treatment plant) and Da Gama Textiles in the KWT area.

Wastewater:

- BCMM is the bulk and retail WSP for all schemes within its entire area of jurisdiction, having successfully taken transfer and operational responsibility of works that were formerly owned and operated by DWAF and incorporated these into its operations.

Sanitation:

- Although services are only provided on an ad hoc callout basis in the rural areas at present (due to the extent of services provided), BCMM is the official WSP for this area.
- Although currently not active in the rural areas of BCMM, BCMM's Environmental Health Branch are the Sanitation Promotion Agent for the area.

General:

- Staffing levels, both in terms of numbers and skills, are considered inadequate to effectively operate and maintain the water services infrastructure. Furthermore, training programmes have been curtailed due to budgetary constraints.
- BCMM has however recently completed a WSP capacity building business plan, focused at improving its WSP capacity.
- BCMM have completed a Section 78(1) investigation, the results of which are summarised as follows:
 - A ring fenced internal business unit is the preferred WSP option;
 - BCMM wish to be the WSP for all water services infrastructure wholly located within BCMM.
- No other changes to the provider arrangements are anticipated within the next 5 years.

10.8 Customer Services Profile

General

- BCMM operates a call centre which is open 24 hours per day, where service disruptions and/or complaints can be registered. Furthermore, complaints can be logged during office hours at the help desks of the various line departments.
- In 2007, BCMM commenced the full operationalization of Management Information Systems for water and sanitation. These systems facilitate the tracking of complaints, both in terms of response times and the nature and costs involved in addressing the complaints. These systems also track the quality of services provided over extended time periods.

Quality of service

- Apart from those consumers fed from borehole schemes, all consumers receive fully treated water supplies. The urban groundwater-fed schemes, generally receive chlorinated supplies, whilst the rural groundwater schemes are manually chlorinated, as and when required.
- Parts of the Dimbaza area are the only known areas currently experiencing supply problems attributed to low pressures. This is however an interim arrangement, whilst remedial construction works are ongoing.
- Certain of the rural villages fed from the former DWAF owned schemes also have supply problems. These are however attributed to the proliferation of illegal connections on these schemes, and a project to address this situation has already been initiated.

Attending to complaints

- All complaints are generally attended to within 48 hours.
- More accurate tracking of complaints will become available with the implementation of the respective MIS's.

Education & Pollution Awareness Programmes

- There are no programmes implemented on a sustained structured basis at present, but the need to establish such programmes has been identified.

10.9 Financial Profile

Capital Funds

- Funding for capital works investment is sourced from National Government (Grants), loan funding and private sector contributions. The total required funding to eliminate all infrastructure backlogs, compliance with legislation and meet capacity demands is detailed in the **Table 1** below.
- Grant funding has and will continue to be directed towards infrastructure provision for backlog eradication.
- Loan funding and private sector contributions have and will continue to be directed towards infrastructure provision for higher levels of service and maintenance/refurbishment of existing infrastructure.
- The extent of the current backlogs and the condition of the existing infrastructure is such that a significant investment injection is required in order for the development objectives to be met.
- In order to facilitate meaningful change, it is therefore required that:
 - A common vision with priority development areas is articulated and accepted throughout all levels of BCMM;
 - A holistic and integrated capital works funding strategy (expenditure and income) is developed to facilitate social and economic infrastructure investment in a balanced and sustainable manner; and
 - A methodology is developed and accepted to direct funding in line with the accepted development priorities.

Operating Costs and Income

- Operating budgets have been inadequate to effectively operate and maintain existing infrastructure resulting in:
 - The extent of deferred maintenance increasing (asset stripping); and

- Reactive ad hoc maintenance.
- Operating budgets have not increased in real terms, given the extent of new infrastructure provided.
- The provision for bad debts has decreased over time.
- Operating income is used to subsidize other services.
- Tariff income and internal recoveries are around 75% (water) and 86% (sanitation) of the total income, with subsidies accounting for the balance.
- Tariff income is highly dependent on a relatively small paying residential consumer base.
- There is an urgent need to improve operational efficiencies (improved revenue streams and reduce operational costs) through the implementation of comprehensive and sustained WC/WDM initiatives.

Tariffs and Charges for Residential Consumers

- There are uniform water tariffs throughout BCMM.
- Water tariffs for residential consumers are generally rising block consumptive based, with provision for the first 6kl per month being free for registered indigent consumers.
- Certain residential consumers are invoiced at flat rates or on deemed consumption, due to an absence of meters, faulty meters or level of service provided.
- Different sewer tariffs / charges exist for the East London and King Williams Town areas.
- Annual sewerage charges are levied dependent on the size of the erf (East London) or the number of toilets per household (KWT).
- Registered indigent consumers are afforded relief in terms of a rebate on their municipal services bill.
- Annual tariff and charge increases have tended to be percentage increases (within prescribed National Government limits) on historical figures, and do not necessarily reflect the true costs of providing the service.

Free Basic Water and Sanitation

- Free basic water service provision is implemented as follows:
 - Rural – level of service

- Urban informal – first 6kl per household / month free
- Urban formal – rebate for registered indigent consumers.
- Free basic sanitation service provision is implemented as follows:
 - Rural – Nil i.e. charged if ad hoc services are required
 - Urban informal – level of service
 - Urban formal – rebate for registered indigent consumers
- A free basic sanitation policy will be developed within 1 year.

Charges and Tariffs for Industrial and Commercial Consumers:

- There is at present no distinction between industrial and commercial water consumers.
- Bulk water consumers are charged a fixed consumption based tariff i.e. there are no rising block tariffs.
- Annual sewerage charges, comprising of a basic charge and a charge linked to the area of the establishment are levied on industrial and commercial consumers.
- Trade effluent tariffs are linked to the volume and nature of the effluent released.
- Annual tariff and charge increases have to date been based on percentage increases on historical figures, and do not necessarily reflect the true cost of providing the service.
- There is a need to review tariff and charge structures to promote water use efficiency and to ensure that they are more reflective of the true costs of providing the service.
- There is a need to review trade effluent tariffs, punitive tariffs and to enhance compliance monitoring, to promote environmental / pollution awareness and to ensure that tariffs reflect the true impacts and costs of managing the trade effluent releases.

Income and Sales:

- Income from water services provision has shown a progressively increasing surplus over time.
- Provision for bad debts has increased over time.

- The percentage of non-revenue water (water supplied but not billed) has remained constant over time at around 40% of the total volume supplied.
- There is a need to improve certain operational inefficiencies to improve sales and income.
- There is a need to review the extent to which water services income is used to subsidize the provision of other services, given the current extent of asset stripping.

Metering and Billing:

- There is no individual metering of rural water supplies at present.
- Universal metering has not been implemented within the urban areas to date.
- The need to improve metering and billing in order to improve revenue streams and to better account for water losses, has been identified.

Table 1 (The list is only unfunded projects)

SECTION	PROJECT NAME	REQUIRED FUNDING (Short and Long term)
CENTRAL & REESTON CATCHMENT		
Sanitation	Diversion of Wilsonia and Amalinda Sewage to Reeston WWTW (Phase 2)	68 000 000.00
Sanitation	Reeston WwTW Phase 2 upgrade to 20MI/day	130 000 000.00
Sanitation	Bulk Sewer Augmentation with Central and Reeston Catchments (Phase 1)	5 000 000.00
Sanitation	Bulk Sewer Augmentation with Central and Reeston Catchments (Phase 2)	102 000 000.00
ZWELITSHA REGIONAL WORKS CATCHMENT		
Sanitation	KWT Phase 1: Schornville STW to Zwelitsha	40 000 000.00
Sanitation	KWT Phase 3: Breidbach Connection to Existing Sewer above Zwelitsha	32 000 000.00
Sanitation	KWT Phase 4: Bhisho to Breidbach Connection	65 000 000.00

Sanitation	KWT Phase 5: Upgrade of Zwelitsha WWTW to 35,000 m3/d	90 000 000.00
Sanitation	KWT Phase 6: Phakamisa Collector Sewer	14 000 000.00
Sanitation	KWT Phase 7: Tshatshu , Ndevana, Phamisa and Yellowoods Infrastructure	62 000 000.00
EAST BANK CATCHMENT		
Sanitation	Ducats Sanitation Project	31 861 221.60
Sanitation	East Bank-Secure Pontoon Road Tunnel	15 000 000.00
Sanitation	East Bank-Replace/upgrade Eastern Beach Sewers	31 250 000.00
Sanitation	East Bank-Upgrade Vincent Park Interceptor	7 500 000.00
Sanitation	East Bank-Commission second aeration basin	625 000.00
Sanitation	East Bank-New Clarifier	3 125 000.00
Sanitation	East Bank-Refurbish electrical switchgear	2 500 000.00
Sanitation	East Bank-Repairs to City Pump Station	625 000.00
Sanitation	East Bank-Standby Capacity at City Pump Station	5 625 000.00
Sanitation	Nahoon Interceptor	10 000 000.00
WEST BANK CATCHMENT		
Sanitation	West Bank Restitution Project	16 048 379.04
Sanitation	West Bank Wastewater Scheme Sea Outfall Sewer (Phase 1)	5 000 000.00
Sanitation	West Bank Wastewater Scheme Sea Outfall Sewer (Phase 2)	110 000 000.00
Sanitation	West Bank-Outfall sludge handling(Phase 1)	3 000 000.00
Sanitation	West Bank-Outfall sludge handling(Phase 2)	62 500 000.00
Sanitation	West Bank-Replace/upgrade interceptors (Phase 1)	5 000 000.00
Sanitation	West Bank-Replace/upgrade interceptors (Phase 2)	50 000 000.00
GONUBIE CATCHMENT		
Sanitation	Gonubie-Upgrade Interceptors (Phase 2)	48 000 000.00
POTSDAM CATCHMENT(MDANTSANE)		
Sanitation	Potsdam-Upgrade Works	51 000 000.00
Sanitation	Potsdam-Upgrade Upgrade interceptor sewers	3 125 000.00
BERLIN CATCHMENT		
Sanitation	Berlin-Refurbish works	625 000.00
Sanitation	Berlin-Repair / replace pump stations	625 000.00
DIMBAZA CATCHMENT		

Sanitation	Dimbaza-Refurbish interceptors and pump stationers	1 250 000.00
FACILITIES FOR VIP CLEARANCE		
Sanitation	Investigation for facilities for VIP clearance - (Phase 1)	3 000 000.00
Sanitation	Facilities for VIP clearance-Allow for 5 pond systems (Phase 2)	31 250 000.00
TOTAL SANITATION		1 106 534 600.64
WATER BACKLOGS		
Water	Amahleke and Dimbaza Water Supply	23 000 000.00
Water	Installation of additional standpipes and extension of watermains to rural villages	2 350 000.00
Water	Fort Grey village water supply	24 000 000.00
PLANNING PROJECTS		
Water	Development of the water services master plan & Master Plans	5 000 000.00
Water	water conservation and demand management programs	50 500 000.00
MDANTSANE BULK WATER INFRASTRUCTURE		
Water	Re-location of midblocks Mdantsane	28 000 000.00
Water	Upgrading of Mdantsane Bulk Water Supply(Provision of bulk water supply to housing developments:Potsdam)	37 458 715.00
KWT BULK WATER INFRASTRUCTURE		
Water	Upper Buffalo WSS	28 881 784.00
Water	Middle Buffalo WSS (northern)	69 477 650.00
Water	Middle Buffalo WSS (eastern)	51 604 608.00
Water	Middle Buffalo WSS (western)	13 594 256.00
Water	Kei Road WSS	137 358 927.00
UMZONYANA SUPPLY BULK INFRASTRUCTURE		
Water	Umzonyana/City Supply: Raw Water gravity main	15 159 136.00
Water	Umzonyana/City Supply: Raw Water pump station	17 412 073.00
Water	Umzonyana/City Supply: Raw Water pumping main	17 490 458.00
Water	Umzonyana/City Supply: Treatment capacity(40ML/day)	161 870 180.00
Water	New Quenera Supply: Reservoir (Ducats command reservoir)	23 221 003.00
Water	New Quenera Supply: Reservoir (Homely Halt low level reservoir)	3 279 709.00
Water	New Quenera Supply: Gravity mains	34 000 857.00

Water	Quenera Zoning: Reservoirs (Wembley Low level)	12 975 361.00
Water	Quenera Zoning: Reservoirs (Wembley High level)	5 705 921.00
Water	Quenera Zoning: Reservoirs (Gonubie Low level)	11 025 562.00
Water	Quenera Zoning: Reservoirs (Gonubie Low level)	5 087 872.00
Water	Quenera Zoning: Gravity mains	518 923.00
Water	Quenera Zoning: Pump Stations (Wembley high lift)	1 626 059.00
Water	Quenera Zoning: Pump Stations (Gonubie high lift)	1 478 904.00
Water	Raising of the Upper Weir and Augmentation of Gravity System Ph 2 (Mzonyana)	67 619 155.00
Water	Umzonyana ro Westbank Bulk pipeline	20 300 000.00
Water	Water provision for Kidds Beach	6 000 000.00
Water	Upgrading of Umzoniana gravity main to Homeleigh reservoir	5 000 000.00
Water	Winterstrand water supply	3 000 000.00
Water	Augmentation of bulk water supply to Sunrise-On-Sea	5 000 000.00
WEST BANK BULK INFRASTRUCTURE		
Water	Phase 1: New Fort Grey Pump Station	5 253 421.00
Water	Phase 1: New Fort Grey Main	20 841 383.00
Water	Phase 1: Ferndale to Greenpoint Pipeline	6 200 584.00
Water	Phase 1: Nordev Bulk Main	14 620 796.00
Water	Phase 1: Nordev Reservoir	23 221 003.00
Water	Phase 1: Woodbrook Bulk Main	3 714 919.00
Water	Phase 1: Woodbrook HLZ Reservoirs	18 423 761.00
Water	Phase 1: Woodbrook HLZ Pump Station	1 883 579.00
Water	Phase 2: Needs Camp and Mt Coke Pipelines	41 260 286.00
Water	Phase 2: Mt Coke Reservoirs	11 753 977.00
Water	Phase 2: Pipelines (Development of Air Port)	8 798 652.00
Water	Phase 2: Reservoirs (Development of Air Port)	24 624 490.00
Water	Phase 2: Wattleford Pipelines	3 965 818.00
Water	Phase 2: Wattleford Reservoir	4 359 456.00
Water	Phase 2: Breezyvale Pipeline	1 407 865.00
Water	Phase 2: Breezyvale Reservoir	9 075 763.00
Water	Phase 2: Woodbrook Low Level Reservoir	12 975 361.00
WATER		1 101 378 227.00

TOTAL SANITATION	1 106 534 600.64
TOTAL WATER	1 101 378 227.00
SUM	2 207 912 827.64

11. BCMM AIR QUALITY MANAGEMENT PLAN

11.1 EXECUTIVE SUMMARY

An extensive investigation into the state of air quality knowledge, capacity and management in the Buffalo City municipal district was carried out with the support of the municipality and the Eastern Cape's Department of Economic Development, Environmental Affairs and Tourism (DEDEAT). The investigation was also supported by an extensive public participation process in which valuable inputs were provided by various members of the public and representatives of industries in the area.

The outcome of the investigation and the diversity of the region in general led to the development of an air quality management plan with the following vision and mission statements, both of which strive to meet the vision and mission statements of the Buffalo Metropolitan Municipality:

VISION

A safe and healthy living environment driven by clean air for all

MISSION STATEMENT

BCMM will strive to create and maintain ambient air quality of such a standard that it is not harmful to human health, well-being and the natural environment of the region.

In pursuing its mission BCMM takes cognisance of the need for poverty relief through social upliftment and job creation and will strive to manage such developments in a sustainable manner that is not detrimental to air quality.

OBJECTIVES

To pursue the vision and mission of the plan the following nine objectives were set:

Objective 1: Set Air Quality Goals

Objective 2: Set Up an Effective Air Quality Information System

Objective 3: Carry Out Risk Assessments

Objective 4: Assess and Select Control Measures

Objective 5: Implement Intervention and Monitor Effectiveness

Objective 6: Revise Air Quality Goals

Objective 7: Integrate the AQMP into the IDP

Objective 8: Licensing, Monitoring of Compliance and Enforcement

Objective 9: Review the Air Quality Management Plan

By pursuing these objectives diligently the air quality management plan will play a significant role in reducing the impact of air pollutants across the whole of the BCMM by improving air quality and protecting people against harmful air pollutants.

Some of the objectives have individual tasks attached which are expanded on in Section 6 below.

Finally, the capacity required by BCMM to fulfil its obligations in terms of the Air Quality Act, Act 39 of 2004, is discussed in terms of human resource requirements and, where possible, additional financial requirements.

11.2 INTRODUCTION

Parliament saw fit to pass the Air Quality Act (AQA), Act 39 of 2004, in 2005. This Act resulted in a paradigm shift in air pollution control in South Africa as its main aim is the protection of ambient air quality, i.e. the air that all people are exposed to on a daily basis. At the onset of the Act, in Section 2b, it is stated that the object of the Act is

“2(b) generally to give effect to section 24(b) of the Constitution in order to enhance the quality of ambient air for the sake of securing an environment that is not harmful to the health and well-being of people.”

Its basis lies, therefore, in the Constitution of South Africa.

The AQA states further that all municipalities must develop air quality management plans according to which the municipalities will carry out the required duties. It states further that metropolitan and district municipalities are charged with, inter alia, the responsibility of issuing atmospheric emission licenses (AELs) to industries operating in specific industrial sectors.

Prior to being declared as a metropolitan municipality, the latter responsibilities resorted with the Amathole District Municipality within which borders the Buffalo City Metropolitan Municipality (BCMM) is located. However, as a metropolitan municipality BCMM must now carry out all air quality management duties and the air quality management plan (AQMP) discussed in this report was formulated for this purpose.

In support of the Act the Department of Environmental Affairs (DEA) formulated a National Framework for Air Quality Management in the Republic of South Africa as the country's air quality management plan. Both the AQA and the National Framework place great emphasis on public participation in the decision-making process.

The AQMP discussed in this document is the result of an extensive public participation process that consisted of three rounds of public meetings in the BCMM, e-mail messages between members of the public and C&M Consulting Engineers (C&M), as well as telephone discussions with various members of the public.

The public involvement in the formulation of the AQMP and its future maintenance and development is of such importance that it plays a role in two of the objectives discussed in the plan.

The AQMP was compiled after an extensive investigation into the Buffalo City region, the findings of which were given in a progress report by C&M (Progress Report No. 227/11 PR.1)

This report provides the foundation on which the proposed air quality management plan is based.

11.2 BACKGROUND

A substantial degree of diversity exists in the Buffalo City Metropolitan Municipality's area.

The weather patterns in the region are hugely influenced by the sea and low mountains, resulting in diversity in seasonal rainfall, wind speeds and direction, temperature and humidity in the region.

Its flora varies from typical shrubs and grasslands of the coastal regions to forests in mountainous regions. Agriculture plays a substantial role in land use in the region.

The region boasts an extensive network of roadways that connect the city to the rest of the province and the country. Tourism to the city and the province in general is an important economic factor and has displayed a steady increase over the last decade.

Buffalo City is the second largest city in the Eastern Cape Province, covers an area of approximately 23 500 km² and is home to approximately 850 000 people. Its main economic sectors are the automotive and textile sectors. It is also the home of the East London Industrial Development Zone.

This unique diversity must be protected from abuse and exploitation if the region is to remain a key economic contributor to the Eastern Cape Province while expanding the tourism trade in the region. A key step in this protection is management of the ambient air quality as it is a basic requirement for all living species. It is of sufficient importance to be included in Section 24 of the Constitution of the Republic of South Africa.

This air quality management plan is aimed at achieving exactly that: the protection of ambient air quality in the BCMM. In order to guide the air quality management plan the following vision and mission statement have been formulated:

11.3 AIR QUALITY IN THE BCMM DISTRICT

An extremely limited level of information about the quality of ambient air in the municipal area is available due to historical reasons. It is, therefore, not possible to make any clear deduction about any potential risk that may exist in the region. Nevertheless, the Department of Environmental Affairs (DEA) rates the air quality in the area as “potentially poor” in Table 20 of the National Framework as a result of the combined urban and industrial activities. DEA defines “potentially poor” air as “air quality poor at times or deteriorating”.

There is also a limited amount of data available about air pollutant emissions in general, specifically from automotive and residential sources. While huge gaps exist in industrial emission data, it can be expected that significant quantities of particulate matter, sulphur dioxide, nitrogen oxides, carbon monoxide and greenhouse gases (mainly carbon dioxide) are emitted by various sources on an annual basis.

An introductory emission inventory has indicated that some areas exist where the concentration of air pollutants may be higher than expected, but no interpretation of potential risks can be determined due to a lack of credible air quality information.

There is, thus, a dire need to obtain relevant and representative air quality data in some locations within the municipal district before any remedial steps can be taken.

11.4 CURRENT MUNICIPAL OPERATION

The departments responsible for the various environmental control activities of BCMM each currently operate in isolation, whilst the National Government’s approach is to integrate the activities of air, water and waste management into a co-ordinated Departmental activity.

The BCMM’s Department of Amenities, Sports, Arts, Culture and Environmental Services currently manage, inter alia, all municipal parks and green areas. This Department also includes BCMM’s Integrated Environmental Management Planning section which is charged with the BCMM’s climate change activities.

The Air Pollution Control section is, however, contained in BCMM's Environmental Health Services department and, therefore, does not currently play a significant role in those actions associated with climate change.

The BCMM's Solid Waste department is the custodian of all issues relating to solid waste management, i.e. both domestic waste and industrial waste management except hazardous waste management which is a privatised function.

The BCMM's Engineering Services Department is responsible for all issues relating to effluent, town planning, roads and water management.

The Constitution delegates powers to Provincial and Local Authorities and environmental management is a concurrent function managed by all spheres of Government. However, the Air Quality Act gives specific air quality management powers to District and Metropolitan Municipalities and all of these powers were, therefore, delegated to the BCMM.

A formal air quality management activity exists in the BCMM, albeit on a low scale.

Environmental pollution control is defined as a Municipal Health service in terms of section 1 of the National Health Act 61 of 2003 and section 32(1) of this act stipulates that every metropolitan and district municipality must render Municipal Health Services. Municipal Health Services are traditionally referred to as Environmental Health services.

The current air quality management activity is contained in the Environmental Pollution Control Section of the BCMM's Environmental Health Department along with all other health-related activities under the control of the Municipality. The Section has a staff complement of three people who report directly to the Section's Manager. Currently the duties of those individuals include not only air pollution related activities, but also those associated with noise control.

11.5 THE AIR QUALITY MANAGEMENT PLAN

The need for a municipal air quality management plan (AQMP) is stipulated by the Air Quality Act. As can be expected, a municipal AQMP must comply with the AQMP of the province in which it is located and provincial AQMPs must comply with the National AQMP.

A provincial AQMP for the Eastern Cape Province does not as yet exist. Thus, the only guidance available is from the National AQMP as worded in the Department of Environmental Affairs' National Framework for Air Quality Management in the Republic of South Africa, 2007. In the section dealing with air quality management plans, the National Framework suggests a general air quality management process, illustrated in Figure 1 below.

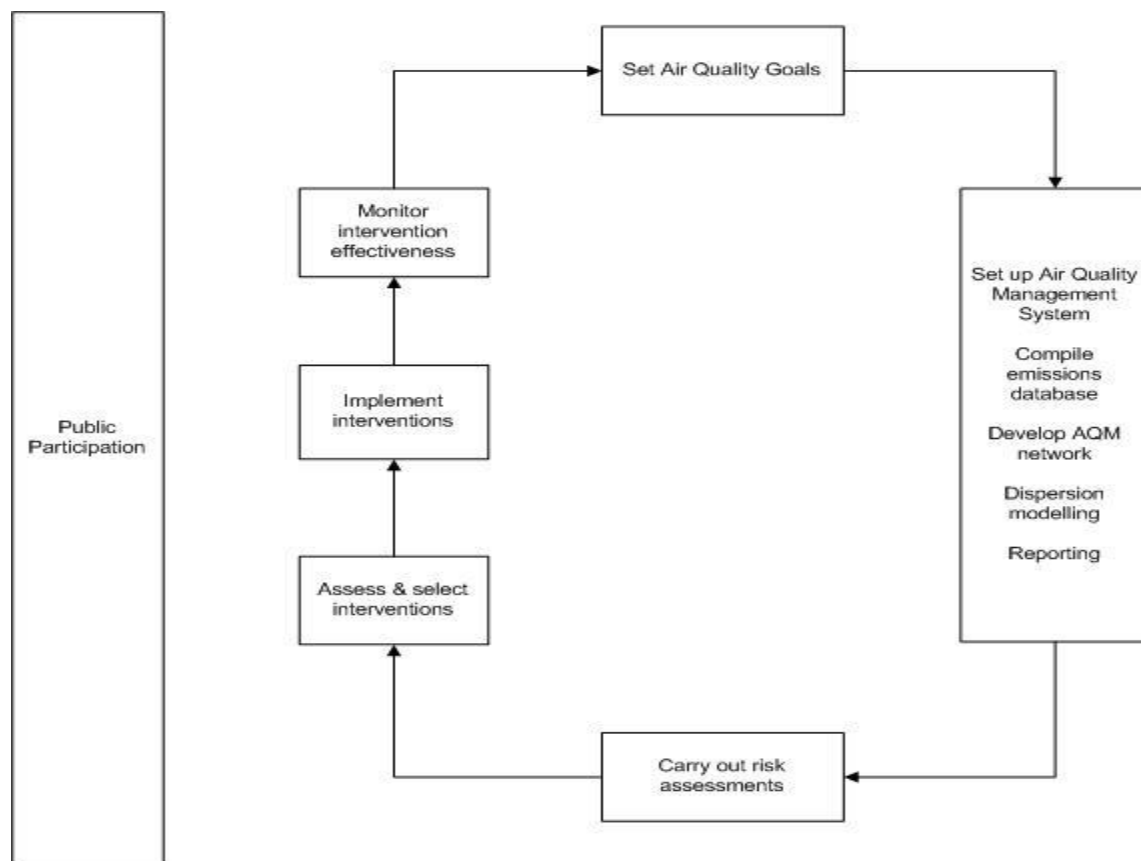


FIGURE 1: Air Quality Management System suggested in the National Framework

As can be seen from the figure above the following six key areas are involved:

- Setting of air quality goals

- Collecting systematic air quality information
- Carry out risk assessments
- Assess and select control measures
- Implement control measures
- Evaluate impact of control measures

Of particular importance is the continued public participation throughout the process of air quality management.

The six elements and the associated public participation requirements, where relevant, are addressed separately below as objectives. Some of the objectives have individual tasks that are all aimed at addressing the objective. Cognisance must be taken that none of the objectives and tasks operate in isolation, but contribute to a comprehensive air quality management system.

This air quality management plan (AQMP) is aimed at the establishment of a facility that will use a holistic approach to manage the air quality in the BCMM. The vision and mission statements defined in Section 2 above served as guides to the air quality management plan which, in turn, strives to follow the vision and mission statements of the Buffalo City Metropolitan Municipality.

11.6 OBJECTIVES

The Buffalo City Metropolitan Municipality (BCMM) will pursue the vision and mission of the AQMP through a series of nine objectives, each aimed at enhancing the BCMM's role as manager of air quality in the city.

The various objectives detailed below will establish an effective air quality management activity in the municipal district. The order in which the objectives are arranged is based on the general air quality management process set out by DEA in their publication "National Framework for Air Quality Management in the Republic of South Africa for 2007" and is aimed at a systematic programme for implementation of the AQMP.

Where applicable, the tasks that must be carried out in order to reach the objectives are defined individually.

As the objectives are met and the AQMP unfolds, it is quite probable that other objectives will be identified and prioritised. This is a natural process and will lead to a regular review of the plan. In fact, scheduled reviews of the AQMP are the last objective listed below.

Objective 1: Set Air Quality Goals

Objective 2: Set Up an Effective Air Quality Information System

Task 2.1 Create a library of information

- 1 Access to all official documentation
- 2 Atmospheric emission licenses
- 3 Document templates
- 4 Standard operating procedures, quality assurance / control documentation, equipment maintenance schedules, etc.
- 5 Access to acceptable emissions test methods and equations for calculating results
- 6 Air quality and meteorological data
- 7 Air quality reports

Task 2.2 Maintain registers

- 1 Legal register
- 2 Asset register
- 3 AEL application register
- 4 Emissions inventory register
- 5 Complaints register
- 6 Document register
- 7 Equipment maintenance register
- 8 Fuel-burning appliance register

Task 2.3 Create an emissions inventory

- 1 Adopt emissions inventory from supplier

- 2 Compile an emissions inventory preparation plan
 - 3 Maintain the emissions inventory
- Task 2.4 Air quality data
- 1 Assess air quality monitoring network
 - 2 Ensure availability of equipment
 - 3 Maintain and calibrate AQ monitoring equipment
 - 4 Access the data regularly
 - 5 Validate data according to QA / QC documentation
 - 6 Assess feasibility of automated data management system
- Task 2.5 Reporting
- 1 Public
 - 2 Council
 - 3 Provincial / National
 - 4 SAAQIS
 - 5 Unscheduled
- Task 2.6 Dispersion modelling
- 1 Assess cumulative impacts
 - 2 Investigate various air quality scenarios
 - 3 Provide air quality impact information to spatial development framework
 - 4 Verify submitted air quality impact assessment reports

Objective 3: Carry Out Risk Assessments

- Task 3.1 Health risk assessment
- Task 3.2 Ecological risk assessment
- Task 3.3 Exposure assessment

Objective 4: Assess and Select Control Measures

Objective 5: Implement of Intervention and Monitoring Effectiveness

Objective 6: Revise Air Quality Goals

Objective 7: Integrate the AQMP into the IDP

Objective 8: Licensing, Monitoring of Compliance and Enforcement

- Task 8.1 Manage the AEL application process and issue AELs (Licensing of listed activities, periodic review of atmospheric emission licences, specifying continuous industrial emission and ambient monitoring activities)
- Task 8.2 Monitor compliance
 - 1 Inspections
 - 2 Spot emission checks
 - 3 Evaluate emission reports
- Task 8.3 Define regulatory and administrative tools and processes
 - 1 Develop municipal by-laws
 - 2 Define AEL application process fees
- Task 8.4 Define and implement an AEL appeals process
- Task 8.5 Develop a plant audit plan
- Task 8.6 Develop a complaints handling procedure

Objective 9: Review the Air Quality Management Plan

Where possible time scales and manpower requirements have been identified for carrying out the various tasks described in each objective. The time scales refer to “short term”, “medium term” and “long term”. A short term time scale implies 1 to 2 years. A medium time scale implies 3 to 5 years and a long term time scale implies more than 5 years.

It is BCMM’s philosophy not to outsource work unnecessarily and to build an in-house capacity to deal with its obligations. This is a very sound philosophy and is based on the assumption that outsourcing will not result in the development of skilled human resources. In the temporary absence of suitably skilled human resources it may, however, become necessary to outsource some activities, albeit on a temporary basis. Indications are given where specific tasks can be outsourced.

6.1 OBJECTIVE 1

SET AIR QUALITY GOALS

Although this item is the first to be discussed, it does not imply that air quality management commences with this activity. However, it is a key issue as no control actions can be considered without knowing if any air quality goals are being exceeded.

In the absence of reliable data concerning the quality of the ambient air in the BCMM region it is suggested that the National Ambient Air Quality Standards published in Government Notice 1210 of 24 December 2009 be adopted as air quality goals. Air quality standards are set for the following pollutants:

- Sulphur dioxide (SO₂)
- Nitrogen dioxide (NO₂)
- Particulate matter (PM10)
- Ozone (O₃)
- Benzene (C₆H₆)
- Lead (Pb) and
- Carbon monoxide (CO)

Industries can loosely be classified under one of two classes, i.e. “listed activities” and “unlisted activities”.

Emission limits for “listed activities” were defined in DEA’s Government Notice 248, dated 31 March 2010, document “Listed Activities and Minimum Emission Standards”. It is suggested that these limits be adopted as an initial set of industrial emission limits to be applied to listed industries in the BCMM region.

Time Scale

Adoption of these two sets of limits can be done with immediate effect and do not require any specialist input at this initial stage of air quality management.

Both sets of data must be regarded as “temporary” to be verified or changed, depending on the outcome of extensive ambient air quality monitoring activities.

It is not envisaged that this will occur within the first five years of operation of the AQMP as reliable ambient air quality data, especially annual averaged values, can only be determined statistically after at least that period of data collection.

Regardless of the time period stated above, a more rapid response may be warranted in the event of poor short-term air quality levels being recorded by BCMM's air quality monitoring stations (See Task 2.1.2 below.).

A problem arises in controlling the emissions from "unlisted activities" as it is highly likely that such industries are active in the BCMM region. As there are no legal emission limits set for such industries there is no clear legal control option available. However, it is the intention of DEA to publish regulations dealing with "controlled emitters" and these must be adopted by Municipalities within their by-laws.

In addition, the Air Quality Act allows, inter alia, municipalities to set their own emission limits with certain provisions. BCMM may identify industries that emit air pollutants, but who are not included as listed activities, e.g. small boilers, etc., and set fair emission limits for such industries in order to minimise the impact on air quality.

Human Resources Requirements

No special manpower is required to adopt the official air quality standards and emission limits defined by DEA. It requires only a management decision.

Defining emission limits from unlisted activities will require chemical engineering expertise to understand the nature of process, their emissions and potential control options. In addition, scientific expertise will be required, notably health risk assessment capabilities, to determine potential health risks posed by such industries.

The latter is required to decide if any emission reduction is necessary and the former to interpret possible corrective actions proposed by industry.

According to the Air Quality Act, public opinion, as well as that of the industries involved, are both essential in the process of setting emission limits.

Outsourcing Potential

The activity of setting ambient air quality standards and emission limits cannot be outsourced, although scientific assistance in determining appropriate levels may be procured as and when required.

6.2 OBJECTIVE 2

SET UP AN EFFECTIVE AIR QUALITY INFORMATION SYSTEM

According to the National Framework *“Informed decision-making is fundamental to good governance and decisions can only be informed if decision-shapers and decision-makers have ready access to accurate, relevant, current and complete information. The information management component of the governance cycle is critical and is often described as the engine that drives the cycle towards continuous improvements in environmental quality”*

and

“Information and information management is not an end in itself. The gathering, storage and reporting of information is to no avail unless it is used for a purpose. Information must be analysed to identify air quality problems being experienced and also to establish whether air quality interventions are effective. AQA will not provide a solution to air quality problems in South Africa unless these problems are identified, defined and prioritised for action.”

The collection and management of reliable information is, therefore, a key element of the AQMP as no management decisions can be made without proper information.

A schematic diagram of a typical system aimed at generating good air quality information is given in Figure 2 below, which was obtained from the Air Quality Management Plan compiled for the City of Cape Town. It is a comprehensive approach to air quality information collection and is used in this AQMP as a guide to

the actions involved and the manpower required to carry out successful and far-reaching air quality management.

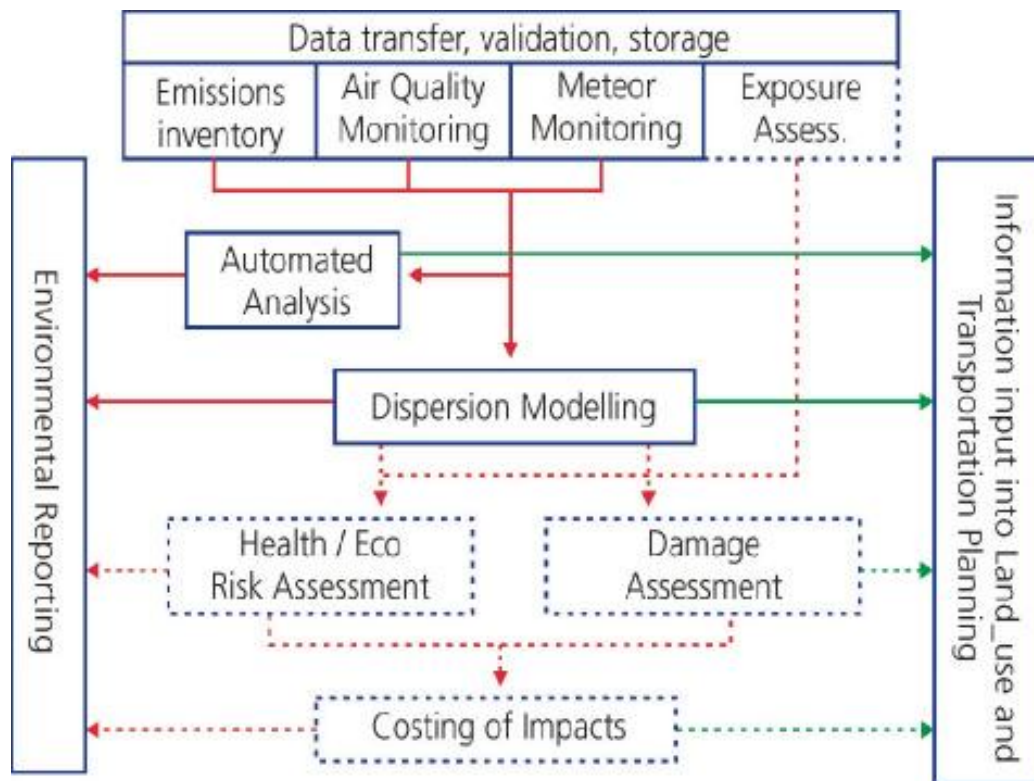


FIGURE 2: Schematic diagram of an Air Quality Management System

The issues identified in the diagram above are addressed in the various sections below. The relevant manpower requirements are identified and those functions that can be outsourced are also indicated.

Those functions that cannot be outsourced are clearly specified. Where possible time scales are suggested for completion of the items identified in the diagram.

The various items can be grouped under the following headings:

- Create a library of information
- Maintain registers
- Create an emissions inventory
- Generate air quality data

- Assess the optimum use of existing AQM facilities
- Report AQ information
- Conduct dispersion modelling

6.2.1 TASK 1: CREATE A LIBRARY OF INFORMATION

As is stated above, a sound information base is required for informed decision making purposes. This task recommends the establishment of a library of information from where municipal officials can extract relevant and representative information as and when required. It is conceivable that the “library” will consist of information in both electronic and/or hard copy format.

The emphasis is on a centralized source of information that is accessible to all officials active in air quality management duties. Copies of information may, of course, exist with individual officials, but a centralized source must be set up and maintained continuously so that information can be accessed in the absence of any official.

The library of information must contain the following:

Access to official documentation

Copies of all legislation and by-laws governing air quality management in BCMM must be readily available to all officials active in air quality management in BCMM.

Copies of the air quality standards and emission limits adopted under Task 1 above must be readily available to all municipal officials active in air quality management. As and when the standards and limits are changed the library information must be updated accordingly.

The library information will serve as official BCMM air quality standard and emission limits database.

Atmospheric emission licenses

An atmospheric emission license is an official document that defines various air pollution conditions that must be met by a specific industry. Although the license is issued to an industry, a copy of the license must be kept in a central repository where it is accessible to any BCMM official working in air quality management, specifically those responsible for enforcement duties (please see Section 6.8 below).

Document templates

As is the case with most administrative functions, many “typical” documents, e.g. various letters, air quality reports, will be required in the process of air quality management. To minimise the time spent on producing such documents it is recommended that the library includes a set of document templates that can be accessed so that an official can simply recover the template and insert pertinent information as required.

Standard operating procedures

A substantial amount of the day-to-day work associated with information gathering is repetitive by nature. To ensure that the work is repeatedly done to the same level of accuracy and reliability it is highly recommended that a set of standard operating procedures (SOPs) is generated to serve as guide to municipal officials.

The set of SOPs must include, inter alia, the following:

- Quality assurance / quality control documentation
- Air quality monitoring equipment maintenance requirements and schedules
- Calibration schedules and methods

Emission verification tools

It is a requirement of the AQA that all licensed industries must submit annual emission verification reports. To enable BCMM officials to interpret the reports for reliability, accuracy and compliance and number of tools are required. The following are recommended as a minimum:

- Access to acceptable emissions test methods
- Access to equations for calculating results

Air quality and meteorological data

Air quality monitoring stations generate a substantial amount of data that is used in air quality management applications. In addition, investigation of past incidents will require a re-evaluation of AQ data from time to time. As a result all recorded air quality data must be stored electronically, with suitable back-up facilities, so that BCMM officials can access the data as and when required.

AQ reports

As is discussed in Section 6.2.5 below, several regular reports must be generated for various recipients. Copies of all of the reports must be saved and be accessible for, inter alia, trend analysis, results recalculation, etc.

Time Scale

BCMM should commence with the setting up of a library of information as soon as possible. Much information is already available, but may be spread over several sources. The available information must be assessed as soon as possible and a centralised resource set up to accommodate the information. Cognisance must be taken of the fact that information may currently be available in both electronic and/or hard copy formats.

Human Resources Requirements

No special manpower other than administrative skills is required to set up the library function, but one BCMM official must be ultimately responsible for its maintenance.

Initially the activity will be time-consuming, but the work load will decrease once the library of information is in operation.

Outsourcing Potential

The activity of setting up and maintaining an air quality information library cannot be outsourced, although assistance in determining the required documentation may be procured as and when required.

6.2.2 TASK 2: MAINTAIN REGISTERS

Registers are official records of proceedings and several such records are associated with effective air quality management. The following records are recommended and must form part of the library of information referred to in Task 1 above:

- Legal register: A register of all laws and by-laws governing air quality management in BCMM
- Asset register: A register of all equipment and calibration materials in possession of the officials responsible for AQ management in BCMM
- AEL application register: A register of all atmospheric emission license applications received by BCMM
- Emissions inventory register: A register of all emission sources in BCMM, including location, emission rates, contact persons, etc. The emissions of greenhouse gases must be included.
- Complaints register: A register of all complaints received including details of the person complaining, details of the complaints, etc.
- Document register: A register of all official documents issued by the Air Pollution section of BCMM
- Equipment maintenance register: A register of all equipment maintenance, repair and calibration work done
- Fuel burning appliances: This register already exists, but must be expanded to include all unlisted industries as well.

Time Scale

BCMM should commence with compiling the required registers as soon as possible. The existing asset register storage facility can be extended to house all of the registers described above.

Initially the activity will be time-consuming, but the work load will decrease once the library of information is operation.

Human Resources Requirements

No special manpower other than administrative skills is required to set up and maintain the registry function, but one BCMM official must be ultimately responsible for its maintenance.

Outsourcing Potential

The activity of setting up and maintaining the set of registers cannot be outsourced, although assistance in determining the required documentation may be procured as and when required.

6.2.3 TASK 3: EMISSIONS INVENTORY

An emissions inventory is aimed at collecting and quantifying emissions of criteria pollutants from all sources in the BCMM region. The sources can be grouped into three classes:

- Point Sources: Industrial emissions: stacks, fugitive process emissions, etc.
- Grid and area Sources: Residential and refuse sources, etc.
- Line Sources: motor vehicles, ships, aircraft, trains, etc.

As was stated in C&M's Report No. 227/11 PR.1, "Status Quo Assessment", BCMM called for tenders for the compilation of a comprehensive emissions inventory for the municipal area. Obtaining an emissions inventory through this method is the quickest route, but does not address the full scope of the activities required.

Of particular importance is the inclusion of greenhouse gas emissions as this information is critical to BCMM's and the Province's contribution GHG reduction plans as and when deployment of such plans become necessary.

While the compilation of such a database can be regarded as a once-off activity, maintaining it is a full-time task. It is essential, therefore, that BCMM's personnel active in air quality management become fully familiar with all aspects associated with the inventory, its compilation, modification and expansion.

The following tasks must be undertaken subsequent to taking delivery of the emissions inventory:

- **Develop an emissions inventory preparation plan**

A plan for the development of the emissions database must be compiled.

This plan must identify potential information sources, the need to revise and/or expand the emissions questionnaire and a set of criteria that must be used to verify the quality of the emissions data obtained.

This plan must make provision for updating the emissions inventory regularly to compensate for developments and/or changes in emission sources, fuels, locations and densities.

Time Scale: The plan should be defined within a period of 1 year.

-Maintaining the Inventory

The AQA specifies that all industries issued with AELs must submit annual emissions verification reports to the licensing authority, in this case BCMM. The emissions inventory purchased from a contractor will in most cases be based on estimated emissions due to various reasons and will, therefore, not be accurate. As annual emissions verification reports are submitted the contained data must be incorporated into the emissions inventory so that data contained in the inventory is reliable and representative.

As new sources are identified a rigorous data collection activity must be initiated to obtain emission data for inclusion into the emissions inventory.

Time Scale: This is an on-going activity that should commence as soon as the comprehensive emissions inventory is delivered by the contractor.

Human Resources Requirements

Compilation of an emissions database, especially from industrial sources, requires appropriate specialist training in order to ensure reliable information. It is highly recommended that one member of BCMM's personnel active in air quality management becomes a specialist in this activity.

Outsourcing Potential

The activity of maintaining the emissions inventory can be outsourced as an interim measure. Should this work be outsourced BCMM personnel must learn from the contractor on every occasion so that maintenance of the emissions inventory will become a full-time BCMM activity.

6.2.4 TASK 4: AIR QUALITY DATA

At the core of effective air quality management is the availability of accurate, reliable, representative and defensible air quality data. This implies information about the air quality that was gathered with the following:

- The use of regulatory-level monitoring equipment only
- Air quality monitoring stations that comply with internationally accepted standards
- Equipment that is operated, maintained and calibrated according to internationally accepted standards
- Data that is validated according to internationally accepted criteria

To obtain air quality information in BCMM that complies with these requirements the sub-tasks discussed below are defined.

Assess air quality monitoring network

- Develop a monitoring strategy

Criteria for determining the optimum number of air quality monitoring stations for a region have been defined by the USEPA and the EU. The National Framework also includes guidelines in the regard.

The types of pollutants that should be monitored at a specific monitoring station depend on the surrounding sources of pollutants.

Using the information sources referred to above and the eventual aim of air quality management, i.e. minimum risk to health, the optimum number of AQM stations must be determined, bearing in mind the distribution of sources and residential areas in the BCMM region.

Simultaneously the types and number pollutants that must be monitored must be identified. This, in turn, will determine monitoring equipment specifications, site requirements and analytical methodologies.

This strategy will identify budgetary requirements for capital expenditure, bearing in mind BCMM's existing monitoring capabilities, as well as the human resources that will be required to operate and maintain the AQM network.

Using information as identified in Air Emission License applications, as well as from the emissions inventory database, the strategy would also identify the need for monitoring of pollutants by polluters in order to determine compliance with various recognised standards.

The strategy must take into account the need for representative meteorological data for dispersion modelling studies (See Task 6.2.6, Dispersion Modelling, below).

The process must take cognisance of the fact that the East London Industrial Development Zone (ELDIZ) also carries out air quality monitoring activities. Discussions should be held with ELIDZ to share air quality data, thus obtaining additional air quality data from the zone.

Time Scale: The strategy should be defined within a period of 1 year.

- Budget and Procurement

The monitoring strategy must identify the roll-out of a monitoring network over a specific time period. This will allow BCMM to budget for the capital expenses associated with the expansion of the AQM network and to procure the goods required. In addition, annual running costs must be identified for budgeting purposes.

- Implementation of the Strategy

This entails the identification of suitable sites to locate AQM stations, obtaining permission to use the sites, preparation of the sites in terms of power supply, access, security, etc., as well as the civil engineering work required for the establishment of the monitoring site, e.g. concrete plinths, etc.

Time Scale: An AQM station should be fully commissioned within 3 months of placing an order with suppliers.

Ensure availability of equipment

It is accepted that a significant period of time may expire from the time that a piece of equipment breaks down to the time that it is re-commissioned into service. Several reasons may contribute to such delays.

However, while equipment is not operational it implies that valuable data is lost. To minimise data loss the feasibility of procuring standby equipment must be investigated and budgets submitted where necessary.

Standby equipment will be fully operational, but available as replacement equipment in the event of breakdowns, thus significantly reducing data loss due to equipment failure.

Maintain and calibrate AQ monitoring equipment

- **AQM Hardware Maintenance**

Diligent maintenance of air quality monitoring stations is an urgent objective and must receive immediate attention. It must be borne in mind that the outcome of monitoring activities will form the basis on which all intervention requirements are founded. Unreliable data can either lead to ineffective interventions or unnecessary interventions with concomitant health, ecological and financial implications.

A schedule of weekly visits to the existing and future AQM stations must be developed and records of all visits and instrument test parameters must be kept. Consideration must be given to the procurement of

critical equipment spare parts to be kept on hand so that replacement can be effected quickly, resulting in minimal data loss.

AQM hardware maintenance is an expensive activity and an annual budget for such costs must be developed.

Time Scale: A proper AQM station visit and maintenance schedule must be compiled within a period of 6 months. Regular station visits are an on-going activity.

- AQM Equipment Calibration

All international quality control specifications state that air quality gas analysers must be calibrated on a quarterly basis. Failure to do so will result in invalid data.

BCMM currently possess the necessary equipment to carry out their own quarterly calibrations, but personnel lack the skills to do so (Please see Section 7 below). Until such skills are obtained BCMM is obliged to make use of contractors for this purpose.

Human Resource Requirements

It is highly recommended that one person is charged with the primary responsibility of maintaining and calibrating the air quality monitoring stations. This person must have appropriate technical instrumentation and calibration training. With three stations currently in operation it is not considered a full-time activity, but could become so if additional stations are procured.

Outsourcing Potential

The activity of maintaining and calibrating the AQM equipment can be outsourced, provided that a local service provider has the necessary skills, equipment and tools to carry out the work effectively. In the absence of a suitable service provider this function is best carried out by BCMM personnel.

Access the data regularly

Data Management

BCMM currently possesses a powerful data management system capable of providing air quality data at a substantially greater frequency than the once-per-fortnight rate currently used.

The software can be programmed to call an AQM station at a user-defined frequency to download data from the data logger. The call frequency can be programmed to vary from a couple of minutes between calls to daily, weekly, etc. calls, but require a telephone call to a GSM modem in each AQM stations.

The data loggers in the stations collect data every second and data is stored on the logger's hard disk for collection either manually or by remote connection, e.g. GSM modem. The logger hard disk serves a primary raw data backup facility.

Although the system has been available for some time (approximately 5 – 6 years) it is not being used due to various reasons, notably the lack of suitably trained and experienced personnel. This issue must be addressed as a matter of urgency. Please see Section 7 below.

Time Scale: The skills required to use the data collection software to its full capacity must be obtained within 1 year.

- AQM Data Analysis

A further piece of software is available that can be used to validate data and to generate user-defined reports at user-defined intervals, e.g. daily, weekly, monthly, quarterly, annually, etc.

The software has not been used to its full potential due to the reason states above, i.e. lack of suitably trained personnel. This issue must be addressed as a matter of urgency. Please see Section 7 below.

A further component of AQM data analysis is the long-term analyses of trends, analysis of variance, etc., in order to provide a valuable input into risk assessments (see Section 6.3 below).

Time Scale: The skills required to use the data analysis software to its full capacity must be obtained within 1 year.

Statistical evaluation of data is a medium and long-term objective that should be addressed in the next 3 to 5 years.

Outsourcing Potential:

The AQM data analysis function can be outsourced, provided that a local service provider has the necessary skills and software to carry out the work effectively. In the absence of a suitable service provider this function is best carried out by BCMM personnel.

Validate data according to QA / QC documentation

- **Data Quality Assurance and Control**

A set of data validation criteria must be defined using guidelines provided by the National Framework and international sources, e.g. USEPA, EU, etc.

Quality assurance and quality control procedures for all AQM stations must be developed. Cognisance must be taken of international guidelines, e.g. the USEPA's publication "Quality Assurance Handbook for Air Pollution Measurement Systems", in this regard.

Time Scale: A workable QA/QC system must be defined and set up within a period of 3 months and must be reviewed annually.

Human Resource Requirements

It is highly recommended that one person is charged with the primary responsibility of managing BCMM's air quality data. This includes data collection, validation, reporting and quality assurance. This person must have appropriate training (please see Section 7 below).

This function is seen as a full-time activity.

A suitably trained and experienced statistician is required to carry out proper analysis of the huge quantities of data generated by AQM stations and it is recommended that at least one person becomes a specialist in the use of the data management software system.

Assess feasibility of automated data management system

While BCMM has a software system that is capable of carrying out much of the data management activities automatically, it is a relatively old system that does not make full use of modern communication technologies, e.g. the internet.

It relies on a computer to make a telephone call to a data logger at a pre-programmed time to “pull” data from the logger. Subsequent data validation and report generation is a semi-automated procedure that needs to be initiated by the user.

The feasibility of a fully automated data management system must be investigated. Such a system must be capable of pushing the data from the logger to a central server, i.e. an action initiated automatically by the data logger.

The received data must be validated immediately and automatically according to a set of user-defined criteria. Received and validated data must be stored in separate data bases.

Such a system must be capable of updating graphs and tables in almost real-time on the server. In addition it must be capable of presenting validated data on the internet, again in almost real-time.

While a powerful automated data management system will substantially ease the work load associated with data validation and reporting, it must be borne in mind that the human interface cannot be cancelled totally and automated data will need to be checked and verified periodically.

6.2.5 TASK 5: REPORTING

The general air quality management plan given in the National Framework emphasises the dissemination of information, but do not specify all of the target groups.

The following target groups are involved:

General public

Council

The Eastern Cape Provincial Government and/or National Government

South African Air Quality Information Service (SAAQIS)

Unscheduled reports

General Public

Ambient Air Quality information is essential to support the right to a healthy environment as envisaged in Section 24 of the Constitution.

Consequently it is envisaged that this communication occurs on a regular basis. To achieve this it is the intention to supply information to the South African Air Quality Information System, the local Municipal website and any newspaper willing to publish this information.

The generation and publication of information to the public must be addressed in the short-term and be fully functional after one year.

Council

Data reporting requirements of the BCMM Council need to be formalised for regular updates of monitoring data. Additional specialised reports will be supplied on demand.

Furthermore other municipal departments may require regular air quality data to support their activities.

Provincial Government and/or National Government

Section 17 of the Air Quality Act stipulates the annual reporting requirements that organs of state must comply with. In addition to annual reporting requirements, the Provincial Government may require specific periodic reports for their specific provincial air quality management purposes.

Detailed discussions must be held between BCMM and the Department of Economic Development and Environmental Affairs to determine the data format and frequency of reports. Where possible the reporting process should be automated.

South African Air Quality Information Service (SAAQIS)

The South African Weather Service has been charged with the responsibility of maintaining the SAAQIS system and it is required that air quality data be reported to SAAQIS at regular intervals. The format of the data must be confirmed with SAAQIS and the data converted to that format.

Unscheduled Reports

Unscheduled reports may be required for various purposes, e.g. if the air quality can accommodate any specific development in the region.

Advanced experience in the use of the automated data management system will be required in order to extract, condense and report findings in such cases.

No special qualifications are required and it is suggested that BCMM identifies one individual to become the specialist in the use of the automated data management system.

Time Scale

All reports must be defined and the data management software programmed accordingly within a period of one year.

Human Resource Requirements

Senior air quality staff will be required to interpret data.

Outsourcing Potential

The AQM reporting function can be outsourced, provided that the service provider has the necessary skills and software to carry out the work effectively. In the absence of a suitable service provider this function is best carried out by BCMM personnel.

6.2.6 TASK 6: DISPERSION MODELLING

Currently BCMM is in possession of appropriate software to carry this activity. The software is capable of modelling the dispersion of pollutants from the following types of sources:

- Point sources, e.g. industrial stacks.
- Line sources, e.g. vehicle fleet and speed data, harbour activity, airport, etc.
- Area sources, e.g. landfill sites and informal settlements.

On completion of Task 6.2.3, Compilation of an Emissions Inventory, the cumulative impact of emissions on the ambient air quality can be predicted by means of extensive dispersion modelling studies.

In addition, the air quality impact of various development scenarios can be determined and valuable air quality impact information can be provided to spatial development framework (please see Section 6.7 below).

The dispersion modelling facility can also be used to verify specialist air quality reports submitted together with atmospheric emission license applications

The dispersion model requires extensive meteorological data which must be generated as part of the work defined under Task 6.2.4 above.

Time Scale

Dispersion modelling is dependent on the availability of an emissions inventory. As the time scale set for the compilation of an inventory is set at 6 months effective dispersion modelling can commence immediately thereafter.

Human Resource Requirements

It is recommended that at least one BCMM official specialises in the use of the dispersion modelling software suite. However, cognisance must be taken of the effects on the current workload of the section as a whole.

Outsourcing Potential

The dispersion modelling function can be outsourced while BCMM develops the necessary capacity, provided that the service provider has the necessary skills and software to carry out the work effectively. In the absence of a suitable service provider this function is best carried out by BCMM personnel.

6.3 OBJECTIVE 3

CARRY OUT RISK ASSESSMENTS

The only way to determine the impact of air pollutants on living species is through risk assessments. Not all creatures react in the same way to the same dose (pollution). This activity is essential to assist town planning and industrialists in citing factories and roads correctly in relation to the built environment.

The following activities are involved in determining risk:

- Dose
- Health Effects
- Ecological risks

Dose

The air quality and meteorological information generated through continuous monitoring activities together with dispersion models are used to calculate concentrations and consequently doses.

Health risk assessment

The health effects are determined by the dose that the public is exposed to. In this manner negative effects can be highlighted and control measures used to mitigate their effects on the general population.

Ecological risk assessment

The long-term exposure of the non-human environment, i.e. fauna, flora and the natural environment is the subject of ecological risk assessment.

Time Scale

All of these assessments require long-term data to provide reliable assessment results. Only in the event of a catastrophic case, e.g. a major accident at a chemical plant, does it become a short-term activity. This activity will, therefore, only come to the fore in at least five years' time.

Human Resource Requirements

In-house risk assessments require a full-time person who is conversant with the requirements of risk assessments, including, inter alia, knowledge of toxicology, epidemiology, botany, etc.

6.3 OBJECTIVE 4:

ASSESS AND SELECT CONTROL MEASURES

Based on the air quality information generated from the AQM stations and the outcome of risk assessments, a decision must be made on the implementation of remedial actions and the source sector on which the remedial actions must be focused. Time series analysis, e.g. future forecasting techniques, should provide an early warning of potential problem areas.

Potential interventions must be identified and ranked in order of perceived effectiveness and cost, e.g. through cost/benefit analysis.

In some instances the intervention may imply a technology solution requiring a regulatory order, e.g. reduction of emissions from a specific industry, whilst in others it may require a political decision, e.g. traffic volume restrictions, electrification of informal settlements, etc.

Time Scale

This activity may only come to the fore in the presence of reliable and representative air quality data and it is, therefore, regarded as a medium to long-term objective that should be functional in 5 to 7 years' time and remain an ongoing annual activity thereafter.

6.4 OBJECTIVE 5:

IMPLEMENT INTERVENTION AND MONITORING EFFECTIVENESS

Once appropriate intervention measures have been identified, they need to be implemented.

Solutions will require the support of politicians, senior management, interested and affected parties, the public, commerce and industry in order to be effective. Consequently these solutions need to be open to scrutiny.

Once applied, monitoring the change as a result of the intervention measure may only become apparent after long-term monitoring activities due to the time-based accumulation and release of pollutants in nature.

Time Scale

The process of identifying the need for intervention, defining the intervention and monitoring its impact is by nature a long-term objective and can, in all probability, only be applied in 10 years' time. It is expected that full implementation of an intervention will probably only occur approximately 3 to 4 years after the intervention has been defined.

Human Resource Requirements

The implementation of an intervention measure will require multi-disciplinary skills. Overseeing such interventions will require project management skills to deal with the activities that may be involved.

6.5 OBJECTIVE 6:

REVISE AIR QUALITY GOALS

Should it appear that health and ecological risk assessments reveal an increased risk due to the presence of air pollutants in the atmosphere, or that industrial growth, urbanisation, etc, result in the long-term decrease in air quality, it may become necessary to revise the air quality goals adopted as an initial step to the implementation of the AQMP.

Effective statistical analyses should provide sufficient early warning of such occurrences so that air quality goals can be revised in time to prevent a serious negative impact on the environment.

Revising the air quality goals should, therefore, be an on-going objective, although not one that necessarily requires a major level of attention unless data prove otherwise. Its full impact is seen as a long-term activity.

6.5 OBJECTIVE 7:

INTEGRATE THE AQMP INTO THE IDP

Effective environmental management, including air quality management, is dependent on inter-departmental communication, cooperation, support and financing.

Section 15(2) of the National Environmental Management: Air Quality Act requires that the AQMP be included into the Integrated Development Plan of the municipality.

There is a need to inform other departments that air quality impacts must be considered in the performance of their functions.

The Environmental Pollution Control section is a Licensing Authority in terms of the AQA. Section 21-listed activities are identified in Environmental Legislation as requiring Environmental Authorizations. These activities have impacts on the following decisions:

- Changes in land use, e.g. rezoning of land from agriculture to industrial / residential use
- Upgrading and building of new roads
- Industrial developments and processes
- Incineration of general and hazardous waste
- Operation of crematoria

It is also required, therefore, that the Air Quality Management Plan be incorporated in the various sector development plans of other departments within BCMM.

Time Scale

Inclusion of the AQMP into the Integrated Development Plan of BCMM is seen as an urgent issue which must be achieved within one year.

Human Resources Requirements

Inclusion of the AQMP into BCMM's IDP and Sector Development Plans will require high-level discussions between Department Directors, BCMM's legal Department and its Council.

6.6 OBJECTIVE 8:

LICENSING, MONITORING OF COMPLIANCE AND ENFORCEMENT

Enforcement of the Air Quality Act and its Regulations will place a huge burden on existing BCMM personnel. The following tasks will, inter alia, be involved:

- Atmospheric emission licenses
- Monitor compliance
- Regulatory and administrative tools and processes
- Define and implement AEL appeals process
- Develop a plant audit plan
- Inspection and complaints
- Develop a complaints handling procedure

6.8.1 TASK 8.1: MANAGE ATMOSPHERIC EMISSION LICENSES (AELs)

This task entails managing the AEL application process and all related issues, e.g. licensing of listed activities, periodic review of atmospheric emission licences, specifying continuous industrial emission and ambient monitoring activities, etc.

BCMM has been authorised to serve as licensing authority in terms of the Air Quality Act. As such the Air Pollution Control Section of BCMM will be required to carry out all of the duties associated with issuing atmospheric emission licences to industries that operate processes for which official emission limits have been set. The procedures that must be followed are defined in Section 5.38 of the Air Quality Act.

These duties include evaluation of environmental impact assessments, air pollution control proposal evaluations, continuous emissions monitoring specifications, specific ambient air quality monitoring specifications, periodic review of AELs, etc.

Time Scale: This activity must commence forthwith and remain an ongoing activity.

6.8.2 TASK 8.2: MONITOR COMPLIANCE

Environmental management inspectors (“green scorpions”) in the service of BCMM will exercise their authority to enter any industrial site to carry out environmental inspections should they deem it necessary. The inspection can include, inter alia, air pollution related activities, e.g. inspection of air pollution control equipment operating histories, continuous emissions analyser operating availabilities, etc.

In addition, they will exercise their authority to take spot emission checks should they suspect that emissions do not comply with requirements. For this purpose portable emissions monitoring equipment will be required. The needs must, therefore, be assessed and the necessary budgets applied for.

Once atmospheric emission licences (AELs) have been issued it is the responsibility of such licence holders to submit data about their emissions according to a time scale defined by BCMM.

Should this data reveal that emission limits are being exceeded administrative steps must be taken to enforce compliance with the licences. Such steps include compliance notices, fines for non-compliance, etc.

Time Scale: This activity must commence forthwith and remain an ongoing activity.

6.8.3 TASK 8.3: DEFINE REGULATORY AND ADMINISTRATIVE TOOLS AND PROCESSES

In addition to the stipulations of the Air Quality Act and its Regulations, Municipal by-laws are required to enable BCMM to carry out its functions as defined by the Act. The Department of Environmental Affairs developed a set of general by-laws and these must be used by BCMM to compile its own set.

Similarly DEA compiled a set of AEL application fees and these must be evaluated by BCMM for its suitability and modified, if necessary.

6.8.4 TASK 8.4: DEFINE AND IMPLEMENT AEL APPEALS PROCESS

Regardless of the outcome of an AEL application, it may be subject to appeal. Appeals may be raised by those opposed to a planned activity where an AEL was approved. Alternatively an appeal may be raised by the applicant if an AEL was refused.

A formal procedure for responding to and handling of appeals must be defined with the assistance of BCMM's legal department so that a formal and legal process is defined and followed in every case.

This process must be included in the library of information discussed in Section 2 above.

6.8.5 TASK 8.5: DEVELOP A PLANT AUDIT PLAN

The issuing of AELs does not imply that emissions can continue ad infinitum, even though the emissions may fall within the limits set in the AELs. BCMM must, therefore, develop a plan to audit the terms and conditions contained in AELs for revision as and when required.

The audit plan must define an audit frequency, i.e. time scale between audits, the parameters that must be audited and the criteria against which audit results will be evaluated. The audit plan must, therefore, make provision for auditing of all terms and conditions in AELs over a period of time in order to allow changes to be effected when AEL renewal applications are dealt with.

This plan must be included in the library of information discussed in Section 2 above.

Time Scale: This activity must commence forthwith and remains an ongoing activity.

6.8.6 TASK 8.6: DEVELOP A COMPLAINTS HANDLING PROCEDURE

It is accepted that emissions from various sources may result in complaints from neighbouring communities. In such cases the complaints must be investigated and the sources of the pollutants inspected for compliance or, if necessary, inclusion in BCMM's list of controlled emitters.

If deemed necessary spot checks of pollutant concentrations may be made by BCMM personnel.

Nevertheless it is essential that a formal complaints handling procedure, including a complaints register, is formulated in consultation with BCMM's legal department. This process must be included in the library of information discussed in Section 2 above.

Time Scale: This activity must commence forthwith and remain an ongoing activity.

Human Resource Requirements

Only personnel duly trained and appointed as Environmental Management Inspectors (green scorpions) may monitor compliance and enforce provisions of the AQA and its regulations.

Skills required for drafting Atmospheric Emission Licenses need to be separated from the compliance and enforcement activities in order to ensure objective use of institutional authority. To this end additional staff will be required and it is envisaged that this will be a full-time activity for two individuals.

Outsourcing Potential

None of the activities described in this Section can be outsourced as BCMM is the duly appointed licensing authority.

6.7 OBJECTIVE 9:

REVIEW THE AIR QUALITY MANAGEMENT PLAN

This AQMP is only a plan according to which the BCMM will address air quality management in the region. It will, however, only function in an ideal world where all forecasts and expectations meet the initial goals.

The AQMP must operate in an ever-changing environment as infrastructure, legislation, industrial development, tourism trends, etc., vary over time. As a result the plan must be adapted to meet the ever-changing air quality management requirements.

The objectives stated above are aimed at commissioning a comprehensive air quality management activity in the BCMM. Some objectives can be met quite rapidly, whilst others will take a period of time to be completed. It is also conceivable that meeting one objective may lead to the formulation of another.

In addition, the Eastern Cape Provincial Government will compile a Provincial regional development framework in due course, as well as a draft provincial policy on climate change and a Provincial air quality management plan. All of these developments may influence the way in which air quality is managed in BCMM and the surrounding areas and must be taken into account in future reviews of the AQMP.

This AQMP should, therefore, be reviewed initially on an annual basis as the BCMM finds its feet in air quality management. Once the function operates smoothly, the review period may be extended. Such a decision should, however, be taken when deemed appropriate by the BCMM Council.

7 PUBLIC PARTICIPATION

As required by the AQA a public participation process was followed during the development of the BCMM AQMP. The process consisted of two public meetings in each of East London, Mdantsane and King William's Town. Notices of the meeting were distributed as follows:

Newspaper Advertisements:

Scheduled public meetings were advertise in local newspapers at least two days before the meetings were held.

- BCMM Councillors:
- BCMM Councillors were notified of the meetings with requests to attend issued by the Speaker of the BCMM Council.

Direct invitations:

BCMM provided a mailing list with contact details of 35 individuals who were regarded as role players in the development and application of the AQMP. These role players included representatives of other Departments within BCMM and Provincial Government Departments involved in environmental, traffic and emergency management, and non-private entities, e.g. East London Industrial Development Zone, Portnet, and Transnet.

In addition, 53 private companies were included in the industry mailing list and included all of the larger industries in the BCMM region.

Due to the special requests for attendance issued by the Speaker a total of 18 Councillors attended the first meeting held in East London on 13 September 2011. A further 18 Councillors attended the meeting held in Mdantsane on 14 September 2011 and 9 Councillors attended the meeting held in King William's Town on 15 September 2011.

One industry representative attended the meeting held in East London on 13 September 2011.

The Speaker requested Councillors to invite their Ward Committees, or in the absence of such a committee, at least 10 of their constituents to attend the second round of meetings. As a result a total of 273 people attended the meeting in East London on 18 October 2011, a total of 178 people attended the meeting in Mdantsane on 19 October 2011 and 120 people attended the meeting in King William's Town on 20 October 2011. None of these meetings were attended by industry representatives.

Role Player and Industry:

The poor attendance of public meetings by role players and industry is not surprising as air quality management is a new concept in South Africa. Formulation of the plan mainly entails activities to be carried out by BCMM and these activities are aimed at enforcing the Air Quality Act. As a result industry adopted a "wait and see" attitude.

Nevertheless, copies of all reports and the draft AQMP was provided to all role players and industries and all were given a sufficient period of time for comment.

The public participation process is, therefore, regarded as adequate as all attempts had been made to communicate with as broad a spectrum of people as possible.

8 THE WAY FORWARD

It is accepted that metropolitan municipal status was only recently bestowed on Buffalo City and BCMM, therefore, is not currently in a position to carry out the multitude of tasks discussed in this document.

Meeting the objectives described above is not a trivial task. From an inspection of the various objectives it can be seen that an enormous amount of work is involved. Maintaining an emissions inventory is a time

consuming task. Ambient air quality monitoring stations require close supervision if reliable data is to be generated. Comprehensive dispersion modelling activities absorb time. Extracting air quality information and applying it effectively, dissemination of information, interpreting air quality impact assessments, law enforcement, etc., are all manual activities requiring skilled human resources and much time.

While the Air Quality Act states that the BCMM must appoint an air quality officer it is clear that this officer will require a substantial support base if he/she is to carry out the responsibilities of the position effectively.

Until all of the skilled human resources have been appointed and have obtained the necessary experience to work independently, it is recommended that a relatively small task team consisting of representatives of the BCMM, the Provincial Government and, where necessary, suitable consultants, is formed to carry out the plentiful tasks defined in this AQMP.

This task team will form the core of the development work that is required to set up a functional air quality management activity and execute its duties effectively and responsibly.

In the meantime BCMM must embark on a stringent training program aimed at expanding its capacity to do justice to the Air Quality Act. The steps required in expanding BCMM's capacity are discussed below.

8.1 EXPAND BCMM's AIR QUALITY MANAGEMENT CAPACITY

Effective air quality management depends heavily on the availability of suitably skilled and experienced human resources to carry out the many specialised tasks required. Regardless of how skilled and experienced that staff may be, real information is required before any management steps can be carried out. The various capacity building tasks defined below are aimed at identifying the human resource skills that are required by BCMM to effectively manage the air quality in the region.

- 1: Appoint an Air Quality Officer
- 2: Provide training to the municipal officials
 - 1 Training as Environmental Management Inspectors
 - 2 Training in the effective operation of air quality monitoring equipment

- 3 Training in the compilation of emissions inventories
 - 4 Training in the effective use of dispersion modelling tools
 - 5 Training in data analysis and risk assessments
 - 6 Training in atmospheric emission licensing issues
- 3: Assess the required staff complement and operational structure

8.1.1 APPOINT AIR QUALITY OFFICER

Sections 14 (3), (4) and (5) of the Air Quality Act states the following:

- (3) *Each municipality must designate an air quality officer from its administration to be responsible for co-ordinating matters pertaining to air quality management in the municipality.*
- (4)
 - (a) *An air quality officer must perform the duties or exercise the powers assigned or delegated to that officer in terms of this Act.*
 - (b) *An air quality officer may delegate a power or assign a duty to an official in the service of that officer's administration, subject to such limitations or conditions as may be prescribed by the Minister.*
- (5) *Air quality officers must co-ordinate their activities in such a manner as may be set out in the national framework or prescribed by the Minister.*

Currently no Air Quality Officer (AQO) has been appointed. As the AQO will be the custodian of all matters relating to air quality management in BCMM it is essential that such an officer is appointed as a matter of urgency.

8.1.2 PROVIDE TRAINING TO MUNICIPAL OFFICIALS

Training as Environmental Management Inspectors (EMIs)

It is essential that the municipal AQO is trained as an environmental management inspector (EMI). This training will provide the AQO with all of the knowledge required to carry out the required AQO duties effectively.

Furthermore, not only the designated AQO, but all municipal officials working in air quality management must receive EMI training, bearing in mind that effective air quality management is a complex and time consuming task. It is not a one-man activity and the more EMIs in the service of BCMM the more effectively environmental management activities can be carried out.

Training in the effective operation of air quality monitoring equipment

Before a municipality can “manage” the air quality it needs information about the prevailing air quality to decide if any control measures must be applied. Air quality information is best obtained by means of continuous air quality monitoring (AQM) installations, three of which are in existence in BCMM.

The capital costs associated with air quality monitoring activities are high as a result of the highly complex scientific equipment needed to do the job effectively. This same complexity implies that AQM equipment must be maintained diligently and calibrated according to international and local criteria. This, in turn, implies the availability of a municipal officials skilled in these matters.

The person charged with maintenance of the AQM stations must have appropriate technical instrumentation training. With three stations in operation it is not considered a full-time activity and it is not envisaged that additional staff will be required to support this function. However, one official must have the prime responsibility for this duty.

As BCMM already possess three AQM stations that do not produce useful data it is essential that the training is received as a matter of urgency.

Training in the compilation of emissions inventories

While it is understood that BCMM has called for tenders for the compilation of a comprehensive emissions inventory for BCMM, it must be maintained by BCMM personnel once the final inventory has been delivered.

The skills required to do this on a continuous basis do not exist in BCMM at the moment and must, therefore, be created through a dedicated training program.

Delivery of the emissions inventory is expected during 2012 and training in the maintenance of the emissions inventory must, therefore, be addressed in the short term (during 2012). One official must have prime responsibility for the task of maintaining the emissions inventory.

Training in the effective use of dispersion modelling tools

Dispersion modelling tools are essential for modern air quality management purposes. BCMM possess a comprehensive dispersion modelling system, but it is under-utilised due to, inter alia, personnel constraints.

Training in the proper use of the system must be addressed in the short term (during 2012) so that this system can be used successfully. One official must have prime responsibility for the task of operating the dispersion modelling system.

Training in data analysis and risk assessments

Long-term data interpretation and trend analysis requires a reasonable level of statistics knowledge.

A suitably trained and experienced statistician will, therefore, be required to carry out proper analysis of the huge quantities of data generated by AQM stations. The expertise will, however, only be required in the medium to long term.

Training in atmospheric emission licensing issues

The licensing of listed activities is addressed in Chapter 5 of the Air Quality Act. The contents of the Chapter are complex by nature and a multi-faceted skills level is required which does not currently exist in BCMM. Some of the skills required are covered by the EMI training curriculum, but many are not.

As BCM is currently charged with the responsibility of evaluating AEL applications and issuing licenses, training in the various issues is needed as a matter of urgency.

8.1.3 ASSESS THE REQUIRED STAFF COMPLEMENT AND OPERATIONAL STRUCTURE



As can be seen from the training requirements listed above, and as discussed in the various Objectives above, the human resources complement required to carry out the work effectively must be assessed. Currently only two individuals are actively working at air quality management, an inadequate number for the many duties required.





The personnel complement must, therefore, be assessed and the necessary operational structure developed so that BCMM can fulfil its air quality management duties as defined by the Air Quality Act.

From the various Objectives discussed in Section 6 above, the following human resource complement is envisaged:

Maintaining a library of air quality information and maintain all registers	1
Maintain the emissions inventory	1
Maintain and calibrate air quality equipment	1
Air quality data management and reporting	1
Dispersion modelling / risk assessment	1
Compiling AEL licenses	2
Compliance monitoring, audits and complaints	3
TOTAL	10





ANNEXURE A: IDP/BUDGET/PMS PROCESS PLAN

<i>PHASE</i>	<i>ACTIVITY</i>	<i>CO-ORDINATING DEPARTMENT</i>	<i>LEGISLATIVE REQUIREMENT</i>	<i>TIME FRAME</i>
Pre-planning phase (July – August 2013)	JUNE 2013			
	Submission of SDBIP 13/14 & section 56 Performance Agreements Publication of SDBIP 13/14	IDP/PMS	MSA/MFMA	26 June 2013
	JULY 2013			
	Top Management Meeting:  Tabling of IDP/Budget/PMS Process Plan for 2014/2015 IDP Review	IDP/PMS	MSA/MFMA	08 July 2013
	Submission of 4 th Quarter SDBIP & Institutional Scorecard 12/13	IDP/PMS	MFMA	10 July 2013
	Commence process of reviewing and adopting Delegations Framework as well as IDP and Budget related policies	Budget & Treasury	MFMA	11 July 2013
	Mayoral Committee:  Tabling of IDP/Budget/PMS Process Plan for 2014/2015 IDP	IDP/PMS	MSA/MFMA	16 July 2013

	Review			
	IDP and Organisational Performance Management Portfolio Committee	IDP/PMS	MSA/MFMA	17 July 2013
	Top Management Meeting:  Consideration of 2012/13 roll over adjustment budget (excluding Conditional Grant Funded Projects)	IDP/PMS/Budget & Treasury	MFMA	22 July 2013
	Council meeting:  Adoption of IDP/Budget/PMS process plan for 2014/2015 IDP Review  Submission of 2013/14 SDBIP	IDP/PMS/Budget & Treasury	MSA/MFMA	31 July 2013
AUGUST 2013				
	Budget Steering Committee Meeting: (17h30 – 19h00)  Consideration of 2012/13 roll over adjustment budget (excluding Conditional Grant Funded Projects)	IDP/PMS/Budget & Treasury	MFMA	1 August 2013





	<ul style="list-style-type: none"> ✚ 2014/15 MTREF Draft Budget parameters and consolidation of baseline information 			
	<p>Advertise adopted IDP/Budget/PMS Process Plan</p> <ul style="list-style-type: none"> ✚ Publication of process plan on BCMM website 	IDP/PMS	MSA	7 August 2013
	IDP and Organisational Performance Management Portfolio Committee	IDP/PMS	MSA/MFMA	8 August 2013
	Completion and submission of Budget Evaluation Checklist to National Treasury	Budget & Treasury	MFMA	12 August 2013
	<p>IDP/Budget/PMS workshop (All Cllrs, Executive Directors, Directors and GMs)</p> <ul style="list-style-type: none"> ✚ IDP Review Process 	IDP/PMS & Office of the Speaker	MSA	14 August 2013
	<p>Performance Audit Committee:</p> <ul style="list-style-type: none"> ✚ Consideration of unaudited Draft Annual Report 	IDP/PMS	MFMA	14 August 2013

	<p>IDP Representative Forum:</p> <ul style="list-style-type: none"> ✚ Presentation of process plan ✚ Establishment of committees and consultation forums for budget processes 	<p>Budget & Treasury</p> <p>IDP /PMS</p>	<p>MFMA</p> <p>MSA</p>	<p>16 August 2013</p>
	<p>Special Council Meeting:</p> <ul style="list-style-type: none"> ✚ Approval of 2012/13 roll over adjustment budget (excluding Conditional Grant Funded Projects) ✚ Tabling of unaudited annual report 	<p>Operations/Budget & Treasury</p> <p>Budget & Treasury</p>	<p>MSA/MFMA</p>	<p>21 August 2013</p>
	<p>Submission of 2012/13 Annual Financial Statements and unaudited Annual Report</p>	<p>Finance</p> <p>IDP/PMS</p>	<p>MSA/MFMA</p>	<p>30 August 2013</p>




SEPTEMBER 2013				
<i>PHASE</i>	<i>ACTIVITY</i>	<i>CO-ORDINATING DEPARTMENT</i>	<i>LEGISLATIVE REQUIREMENT</i>	<i>TIME FRAME</i>
Situation Analysis Phase (September – October 2013)	Submit to National Treasury 2012/13 Roll-Over Adjustment Budget in terms of National Treasury Reporting requirements	Budget and Treasury	MFMA	4 September 2013
	<ul style="list-style-type: none">  Advertise 2012/13 Roll-Over Adjustment Budget for public comment  Place 2012/13 Roll-Over Adjustment Budget on BCMM website 	Budget and Treasury	MFMA	4 September 2013
	MPAC Meeting: <ul style="list-style-type: none">  Preparation of the oversight report 	IDP/PMS	MSA	4 September 2013
	IDP and Organisational Performance Management Portfolio Committee	IDP/PMS	MSA/MFMA	5 September 2013
	Directorates IDP Meetings <ul style="list-style-type: none">  To commence with situation analysis phase 	IDP/PMS	MSA	9-13 September 2013

	IDP/Budget/PMS Technical Committee Meeting <ul style="list-style-type: none"> ✚ Preparation of the Mayoral Imbizo programme ✚ Process updates 	IDP/PMS	MSA	11 September 2013
	Mayoral Imbizo (Community consultation process)	IDP/PMS	MSA	16 - 20 September 2013
	Budget Steering Committee Meeting: <ul style="list-style-type: none"> ✚ Review 2014/15 Draft projections, proposed rates and service charges ✚ Draft initial allocations to functions and priority areas for 2014/15 MTREF period 	IDP/PMS/Budget and Treasury	MFMA	30 September 2013
OCTOBER 2013				
	IDP and Organisational Performance Management Portfolio Committee	IDP/PMS	MSA/MFMA	3 October 2013
	IDP/Budget/PMS Technical Committee Meeting: <ul style="list-style-type: none"> ✚ Preparations for Strategic Planning Session 	IDP/PMS	MSA & MFMA	7 October 2013





	IDP/IGR Cluster Meetings (Led by Political Cluster Champs)	IDP/PMS	MSA	8 – 10 October 2013
	SDBIP 2013/14 1 st quarter reporting commences	IDP/PMS	MFMA	10 October 2013
	Top Management Meeting: <ul style="list-style-type: none"> ✚ Consideration of 2012/13 roll over adjustment budget for Conditional Grant Funded Projects 	IDP/PMS/Budget & Treasury	MFMA	14 October 2013
	Budget Steering Committee Meeting: (14h30) <ul style="list-style-type: none"> ✚ Consideration of 2012/13 roll over adjustment budget for Conditional Grant Funded Projects 	IDP/PMS/Budget & Treasury	MFMA	15 October 2013
	Mayoral Lekgotla Session: <ul style="list-style-type: none"> ✚ Review of strategic objectives for service delivery and development ✚ Broad capital budget allocations 	Office of the Executive Mayor	MSA / MFMA	16 – 18 October 2013

	IDP/PMS Portfolio Committee Meeting  Progress on IDP Process	IDP/PMS	MSA	22 October 2013
	Metro-wide Intergovernmental Relations Session  Establishment of the Metro IGR forum  Development of Metro Plan of Action	IDP/PMS	MSA/MFMA/IGR Framework Act	28 October 2013
	Table 2013/14 SDBIP/Institutional 1 st quarter reports and MFMA Section 52 (d) report to Council	IDP/PMS/ Budget and Treasury	MFMA	30 October 2013
	Submission of 2013/14 1 st quarter DoRA reports to Transferring National Departments & National Treasury	IDP/PMS/ Budget and Treasury	DoRA	30 October 2013
	Council meeting –  approval of 2012/13 Roll-over Adjustment Budget for Conditional Grant Funded Projects	IDP/PMS/Budget & Treasury	MFMA	30 October 2013
	2014/15 MTREF Draft	IDP/PMS/Budget and	MSA / MFMA	31 October 2013

	projects finalised and Business Plans completed	Treasury		
	BCMM Councillors Session <ul style="list-style-type: none"> ✚ Consider outcomes of the Mayoral Lekgotla 	Office of the Executive Mayor, IDP/PMS	MSA	31 October – 2 Nov 2013
NOVEMBER 2013				
Strategies phase (November – December 2013)	IDP Representative Forum: <ul style="list-style-type: none"> ✚ Presentation of draft 2014/15 IDP and MTREF Budget ✚ Report on 2013/14 SDBIP 1st Quarter performance 	IDP/PMS	MSA	5 November 2013
	<ul style="list-style-type: none"> ✚ Submit to National Treasury and Provincial Treasury 2013/14 SDBIP 1st quarter reports and MFMA Section 52 (d). ✚ Place 2013/14 SDBIP 1st quarter reports and MFMA Section 52 (d) on BCMM website 	IDP/PMS/ Budget and Treasury	MFMA	6 November 2013

	IDP/IGR Cluster Meetings  Confirmation of IDP Objectives, Strategies, Key Performance Indicators and targets	IDP/PMS	MSA & MFMA	6 – 8 November 2013
	Budget Workshops – with all Directorates	Budget and Treasury	MFMA	11 – 15 November 2013
	Submit to National Treasury 2012/13 Roll-over Adjustment Budget for Conditional Grant Funded Projects	Budget and Treasury	MFMA	13 November 2013
	 Advertise 2012/13 Roll-over Adjustment Budget for Conditional Grant Funded Projects for public comment  Place Adjustment Budget on BCMM website	Budget and Treasury	MFMA	13 November 2013
DECEMBER 2013				
	Working Draft MTREF 2014/2015 – 2015/2016 Budget	Budget and Treasury	MFMA	6 December 2013

JANUARY 2014				
	<ul style="list-style-type: none"> ✚ Submission of 2013/14 Mid-year performance assessment report 	IDP/PMS	MFMA	16 January 2014
	<ul style="list-style-type: none"> ✚ MM and Section 57 Managers to be assessed 			16 January 2014
	IDP/PMS Portfolio Committee Meeting: <ul style="list-style-type: none"> ✚ Consider IDP/Budget/PMS review progress ✚ 2013/14 Mid-year performance reviews and adjustment budget proposals 	IDP/PMS	MSA	16 January 2014
	IDP/Budget/PMS Technical Committee: <ul style="list-style-type: none"> ✚ Preparation for workshop on the draft IDP & Budget 	IDP/PMS	MSA	20 January 2014

Projects phase (January – February 2014)	IDP/IGR Cluster Meetings  Confirmation of draft Projects and Programmes	IDP/PMS	MSA/MFMA	22-23 January 2013
	 Submission of 2013/14 SDBIP 2 nd quarter reports Section 72 Reports (Mid -year report) to the Executive Mayor	IDP/PMS/Budget and Treasury	MSA/MFMA	24 January 2014
	Council Meeting:  Consider 2013/14 SDBIP 2 nd quarter reports Section 72 Reports (Mid -year report)  Draft Annual Report 2012/13	IDP/PMS/Budget and Treasury	MSA/MFMA	29 January 2014
	FEBRUARY 2014			
	National Treasury Mid-year Budget and Performance Assessment Review	IDP/PMS/Finance/ Compliance Office	MFMA	3 – 14 February 2014



	<ul style="list-style-type: none"> ✚ Submit to National Treasury and Provincial Treasury 2013/14 SDBIP 2nd quarter reports and MFMA Section 52 (d). ✚ Place 2013/14 SDBIP 2nd quarter reports and MFMA Section 52 (d) on BCM website 	IDP/PMS/ Budget and Treasury	MFMA	5 February 2014
	<p>Top Management Meeting:</p> <ul style="list-style-type: none"> ✚ Consideration of 2013/14 Mid-year adjustment budget 	IDP/PMS/Budget & Treasury	MFMA	10 February 2014
	<p>Budget Steering Committee Meeting:</p> <ul style="list-style-type: none"> ✚ Consideration of 2013/14 Mid-year adjustment budget 	IDP/PMS/Budget & Treasury	MFMA	11 February 2014
	<p>Council Workshop (all Cllrs, Directors and GMs):</p> <ul style="list-style-type: none"> ✚ Review and confirm 2014/15 Draft IDP and MTREF Budget ✚ Budget Related Policy review 	IDP/PMS/Finance	MFMA	13-15 March 2014

	<p>Mayoral Committee:</p> <ul style="list-style-type: none"> ✚ Considers 2014/15 1st draft IDP and MTREF Budget 	IDP/PMS/ Budget & Treasury	MFMA	18 February 2014
	<p>IDP/Budget/PMS External Representative Forum Meeting:</p> <ul style="list-style-type: none"> ✚ Presentation of Metro-strategic report ✚ Presentation of proposed municipal projects 	IDP/Budget & Treasury	MSA/ MFMA	21 February 2014
	<p>IDP/Budget/PM Workshop (all Cllrs, Directors and GMs):</p> <ul style="list-style-type: none"> ✚ Preparations for IDP and Budget Roadshow 	IDP/PMS	MSA/MFMA	7 March 2014
	<ul style="list-style-type: none"> ✚ Submits to National Treasury 2013/2014 Mid-Year Adjustment Budget in terms of the National Treasury Reporting Requirements 	IDP/PMS/Budget and Treasury	MSA/MFMA	12 March 2014

	<ul style="list-style-type: none"> ✚ Advertise 2013/2014 Mid-Year Adjustment Budget for public comment ✚ Place 2013/2014 Mid-Year Adjustment Budget on BCMM website 			
	<p>IDP/PMS Portfolio Committee Meeting:</p> <ul style="list-style-type: none"> ✚ Consider IDP/Budget/PMS review progress ✚ Preparations for IDP/Budget Road Shows 	IDP/PMS	MSA	13 March 2014
	<p>Council Meeting:</p> <ul style="list-style-type: none"> ✚ Approve 2013/2014 Mid-year Adjustment Budget ✚ Approve 2014/15 Draft IDP, SDBIP and MTREF Budget 	Budget and Treasury	MFMA	26 March 2014
	<p>IDP Budget Road Shows:</p> <ul style="list-style-type: none"> ✚ Present summarised draft IDP & Budget 	IDP,PMS/Budget & Treasury	MSA/MFMA	31 March - 4 April 2014

	<ul style="list-style-type: none"> ✚ IDP response to key issues raised by wards ✚ Highlight planned projects and programmes 			
	<ul style="list-style-type: none"> ✚ Submits to MEC for Co-operative Governance and Traditional Affairs, National Treasury 2014/15 Draft IDP, SDBIP and MTREF Budget ✚ Advertise 2014/15 Draft IDP, SDBIP and MTREF Budget for public comment ✚ Place 2014/15 Draft IDP, SDBIP and MTREF Budget on BCMM website 	IDP/PMS/Budget and Treasury	MSA/MFMA	31 March 2014
	Council Open Day	Office of the Speaker	MSA/MFMA	8 April 2014
	IDP/Budget/PMS Technical Committee Meeting	IDP/PMS	MSA/MFMA	10 April 2014

	State of the Metro Address	Office of the Executive Mayor	MSA/MFMA	15 April 2014
	2013/14 SDBIP 3 rd quarter reporting commences	IDP/PMS	MFMA	15 April 2014
	Council Workshop on the final IDP/Budget before adoption	IDP/PMS	MSA,MFMA	25 April 2014
	Submission of 2013/14 SDBIP/Institutional Scorecard 3 rd quarter reports and MFMA Section 52 (d) report to Council	IDP/PMS	MSA/MFMA	30 April 2014
	<ul style="list-style-type: none"> ✚ Submit to National Treasury and Provincial Treasury 2013/14 SDBIP 3rd quarter reports and MFMA Section 52 (d). ✚ Place 2013/14 SDBIP 3rd quarter reports and MFMA Section 52 (d) on BCMM website 	IDP/PMS/ Budget and Treasury	MFMA	7 May 2014

	National Treasury Municipal Budget and Benchmark Engagement.	IDP/PMS/Finance/ Compliance Office	MFMA	5-23 May 2014
	Council adopts the final IDP/SDBIP & 2014/15 MTREF budget	IDP,PMS/Budget & Treasury	MSA,MFMA	28 May 2014
	<p>Publicise BCMM adopted tariffs</p> <ul style="list-style-type: none">  BCMM website and newspaper  Make public a copy of the tariff book and resolutions for public inspection at municipal offices <p>Submits to MEC for Co-operative Governance and Traditional Affairs a copy of the tariff resolution and public advert</p>	Budget & Treasury	MSA,MFMA	2 June 2014
	Advertise final IDP/Budget 2014/15 and publicise on BCMM website	IDP/PMS	MSA	2 June 2014

Monitoring and Evaluation (June – July 2014)	Submit to MEC for Co-operative Governance and Traditional Affairs, Provincial Treasury, National Treasury and	IDP,PMS/Budget & Treasury	MSA/MFMA	11 June 2014
	Place on BCM web site the final IDP/ SDBIP & 2014/2015 – 2015/2016 draft MTREF			
	SDBIP 2014/15 and draft Annual Performance Agreements	IDP/PMS	MSA/MFMA	12 June 2014
	2014/15 SDBIPs approved by the Executive Mayor and Annual Performance Agreements	IDP/PMS	MFMA	26 June 2014
	2013/14 SDBIP 4 th quarter reporting commences	IDP/PMS	MFMA	15 July 2014
	Submission of 2013/14 SDBIP/Institutional Scorecard 4th quarter reports and MFMA Section 52 (d) report to Council	IDP/PMS	MSA/MFMA	30 July 2014
	Annual Performance Assessments	IDP/PMS	MSA	31 July 2014

	Advertise and Publicise Annual Performance Agreements on the BCMM website	IDP/PMS	MSA	31 July 2014
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ANNEXURE B: IDP EXTERNAL REPRESENTATIVE FORUM MEMBERS

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PARA-STATALS

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ANNEXURE C: WARD PRIORITIES

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 1			
	Electrification of informal settlements	Illegal connections make it difficult for legal owners to have sustainable electricity supply	Entire ward
	Refuse Removal	There is no proper co-ordination of various cleaning projects like Kwanda & CWP	Pefferville, Duncan Village
	Local Economic Development - Sport & cultural	90% of household income in the ward derived from social welfare grants so development is key	Pefferville, Duncan Village, Braelyn
	Crime	There is no clear role of law enforcement agency with regards to crime fighting.	Pefferville, Duncan Village, Braelyn
	Capacity building & empowerment	BCMM should embark on massive skilling programmes in order to channel skilled people into formation of co-operatives	Duncan Village, Pefferville, Braelyn
WARD 2			
	Electrification of Informal Settlements	All the ward 2 informal settlements need to be electrified in order to avoid IZINYOKA (illegal connections), to also avoid the crisis from the ratepayers	Duncan Village Squatter especially Mahlangeni Street, Holomisa Squatter Camp, C Section and Barbeton
	Registration and Relocation of the Informal Settlement	Most flood areas and some squatter camps/shacks are only on the database but were never registered	Holomisa SquatterCamp, Barbeton Squattercamp, Endlovini Squattercamps, Elusizini Squattercamp, Mdidiyeli Jiba SquatterCamp, Area 10 and Mayibuye Squattercamp

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
	Need to fast track issue of illegal occupants and the issue of housekeepers in Reeston and Chicken Farm.	Beneficiaries are waiting for their houses for quite a long time, they also don't know what they are waiting for, they are demanding their houses back so the municipality must fast track the process.	Reeston stage 1, Phase2, chicken farm and Reeston Stage 2
	Maintenance and tarring of roads	Roads need to be fixed in most areas of the ward, potholes need to be fixed, Speedhumps should be built in most parts of the ward especially Mahlangeni Street	Simani street, C-Section Area 15,16 Road called Ezihagwini, Mahlangeni join Dunga, Join Mzonyana, Speedhumps at Mahlangeni street.
	* Streetlights for Entire ward * Fencing of graveyards	* The streetlights need to be revisited and some areas need to be installed because there is high rate of crime. * Graveyard needs to be fenced	* Entire ward especially those in informal settlements * Fencing next to Ziphunzana ByPass (Gwentshe grave)
WARD 3			
	Community Hall	Need a community hall in Southernwood for public meetings and other ward activities	Southernwood
	Highmast lights	Highmast lights are requested in Southernwood to prevent crime in darker areas such as Milner Estate and Braelyn area	Southernwood, Milner Estate and Braelyn
	Roads	Maintenance, fixing of potholes for the entire ward, stormwater drainange for the entire ward & repair curbs and gutters for the entire ward	Ward 3
	Solid Waste Management	Refuse to be collected on a regular basis, distribution of collection bags, street sweeping, litter pickers on a regular basis	Ward 3
	Grass cutting	Recreational parks to be maintained properly, pavements, bush clearing, trimming of trees	Ward 3

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 4			
	Upgrading of the Beacon Bay Library	Not provided	Beacon Bay
	Upgrading of the Bonza Bay Lifesavers Shack & Ablution facilities & Boardwalk	Not provided	Beacon Bay
	Resurfacing of Roads	Not provided	Beacon Bay: Summit Rd; Seeton Rd; Bluewaters Place. Bonnie Doon: Irvine Rd; Old Transkei Rd/ N2 off ramp intersection before Batting Bridge
	CCTV Monitoring	Not provided	Beacon Bay
	High Traffic Congestion	Not provided	Beacon Bay
WARD 5			
	Sidewalks	Building of sidewalks on main roads	Scenery Park
	Footbridges	Four footbridges are requested	
	Electrification	Installation of electricity in all informal settlements	Informal settlements in the ward
	Tarring of Roads	All gravel roads should be tarred	Entire ward
	Bush Clearing	Bush clearing is required throughout the ward and local community members should be hired to do the work	Entire ward

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 6			
	Renovation of Eluxolweni community hall	Renovation of Eluxolweni Community Hall at CC Loyd/Dukashe. No hall in ward 6	CC Loyd, Dukashe and Eluxolweni
	Building for houses	Building of houses has been a priority of the ward for some time.	All informal settlements in the ward
	Rebuilding and maintenance of roads	Rebuilding and maintenance of roads. No streets in some areas in the ward and in some areas street have potholes.	Entire ward
	Skills Training Programme	Skills training programmes needed in order to prepare our people for the future development in the ward.	For the whole ward
	Jobs for the people	High rate of crime in the ward due to the unemployment	Entire ward
WARD 7			
	Bush clearing and grass cutting	Bush clearing and grass cutting required in overgrown areas of the ward	Entire ward
	Roads	Maintenance and upgrading of roads needed	D Section
	Community hall	Required for community events and meetings	Entire ward
	Electricity	Highmast lights required	Entire ward

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 8			
	Roads	Potholes to be fixed at Nomvethe, Mpuntshe, Jwayi, Ntshona and Mtendeni Streets	Gompo / Ziphunzana
	Water & Sanitation	Need clean running water and proper toilets at Moscow, Khayelitsha and Soga Site	Gompo / Ziphunzana
	Electricity	Electrification of informal settlements	Moscow, Khayelitsha, Dotwana, Bhengu
	Housing	Housing development required in Moscow, Khayelitsha, Dotwana & Bhomela. Sites that were vacated during the apartheid era should also be developed.	Gompo / Ziphunzana
	Bridge	Footbridge requested between Siya street and Khayelitsha informal settlement	Gompo / Ziphunzana
WARD 9			
	Sanitation	Ablution blocks are in a bad condition as the infrastructure is aging. Some areas have no toilets at all.	C Section informal area, Stoneydrift and Readymix informal areas
	Roads	Tarring and overlay of streets is required. No storm water drainage system.	Braelyn Ext 10; Toilet City, Amalinda
	Sports and Recreation	No sports and recreation facilities	Merrifield Park Amalinda
	Housing	High density and overpopulation	Stoney Drift (Amalinda), C Section & Readymix in Cambridge
	Unemployment	There is a high rate of unemployment in the ward	Stoney Drift (Amalinda), C Section & Readymix in Cambridge

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 10			
	Potholes	Potholes need attention in this ward and the gravel roads need to be tarred. The damage and non- tarred roads are causing extreme damages to the cars and the potholes are also the cause to road accidents	Alphendale, Vergenoeg
	Grasscutting and bush clearing	The grass is very long and it looks like a mini forest. It needs to be scraped clean. The bushes needs to be cleaned around in between shacks because when it is very hot the snakes comes out of the bushes and goes inside the shacks.	Alphendale, Vergenoeg
	Housing	The people of the ward requests 4 roomed houses with yards, toilets, water and electricity . They have been staying in shacks for more than 20 years.	Alphendale, Vergenoeg
	Big Plastic containers	A need for big plastic containers at various spots in the ward to throw rubbish and grass and so as to keep the are neat and tidy	Alphendale, Vergenoeg
WARD 11			
	Housing	We need houses for the people who are living in informal settlements	N.U 2 & N.U 5 areas
	Roads	We request BCMM to maintain gravel / tarring of roads	N.U 2 & N.U 5 areas
	Water and Sanitation	Provision of potable water and proper sanitation is requested	N.U 2 & N.U 5 areas
	Electricity	Electrification of informal settlements	N.U 2 & N.U 5 areas
	Multi-purpose Community Centre	A multi-purpose community centre is needed in the ward and BCMM should create employment opportunities to eradicate poverty	Ward 11

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 12			
	Houses	Community is frustrated and demanding houses as it is over 20 years now.	Dacawa, Velwano, Nkomponi, Ndlovini, Smilling Valley
	Electricity	Electrification of Informal settlements	Dacawa, Velwano, Smilling Valley, Nkomponi, Ndlovini, Masizakhe
	Flushing Toilets	Unhealthy non flushing toilets are a hazard to children and the community	Gqozo Village, Mdantsane East, Nkomponi, Velwano
	Bush clearance	A need for this service as there is increase of crime	Whole ward, all areas surrounded by bushes
	Roads	Lack of access to other areas and roads in general are not in good conditions	Velwano, Dacawa, Nkomponi, Smilling Valley, Gqozo Village, Mdantsane East
WARD 13			
	Housing	People living in shacks in areas that are vulnerable, some were left out in the registration process	Reeston, Dice, Scenery Park, Hutchinson, Jevons land
	Community Hall	No community hall or centre for holding meetings, voting etc	Haven Hills
	Electrification	some houses in the ward do not have electricity as a result people do illegal connections which is dangerous.	Reeston, & Scenery Park
	Roads	Roads are very bad and there is a need for tar road, stormwater drains as water flows on the road and go to houses which causes damages.	Reeston & Scenery Park
	Water & Sanitation	Standpipes and toilets (communal for shacks)	Reeston, Eureka, Havenhills,

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 14			
	Roads	Our roads need to be surfaced, tarred and be maintained	Entire Ward
	Pedestrian Bridge	A Pedestrian bridge just to cross next to area 68-72 especially for learners to Kanyisa Primary.	Next to eSithembiso Secondary school
	Grass Cutting	There is a small bush behind NU4 Rent Office, in schools and also around the roads. This is where children are being raped.	Entire ward especially eSithembiso Secondary School
	Community Hall and Housing	The land has been identified for the hall just behind the rent office. Sharing houses must be separated	NU3
	Electrification of Informal Settlement	There is a big fight between four-room residents and those from Informal Settlement because of illegal connections.	The whole ward is affected
WARD 15			
	Electrification		Cambridge location;
	Roads & Stormwater	Resurfacing & potholes to be fixed; Stormwater drainage needed	Cambridge location; Cambridge Town; Vincent & Vincent Heights
	Solid Waste	Refuse removal, clearance of illegal dumps, signage to curb illegal dumping	Cambridge location & Cambridge Town
	Sanitation & Sewarage	Bucket system to be eradicated and decent toilets provided	Cambridge location
	Street Signage	Signage should be replaced	Cambridge Town, Vincent & Vincent Heights
	Bush clearing & Grass cutting	Parks to be kept clean, pavements to be kept clean from grass/weeds & bushes should be cleared.	Cambridge location; Cambridge Town; Vincent & Vincent Heights

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 16			
	Community Hall	A community hall to hold meetings for the community of the ward is needed.	Entire ward
	Tarring of road - Amalinda Forest		Amalinda Forest
	Bridge	A need for a bridge connecting between Simanyene and Amalinda Forest	Simanyene, Amalinda Forest
	Availability of land for houses		Amalinda Forest Squattercamp
	Vegetation control		
WARD 17			
	Electricity	Decrease of illegal connection for those who are living in informal settlements	Mathemba Vuso, Sonwabiso, Bufferstrip, Ramaphosa, Zola & Zimelel park, Gwetshe Village, Ekuphumleni
	Roads	Roads to be tarred or in the meantime to be gravelled	All areas in ward 17
	Housing	Welfare houses - current occupants to be allowed to own those houses	Mathemba Vuso, Sonwabiso, Bufferstrip, Ramaphosa, Zola & Zimelel park, Gwetshe Village, Ekuphumleni, Eluxolwe ni and Cuba Location
	Community Hall	No place to hold community meetings and there is a need for identification of land between NU4 Rent office and Clinic	NU3 & NU4
	Toilets and foot-steps	People living in informal settlements need toilets and foot-steps between their shacks because there are no roads	All Informal settlements around ward 17

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 18			
	Electricity	Repair all switch housing - Paint, gutters, grass cutting around buildings, Secure all infrastructure against vandalism - Locks on Doors, Burglar Bars, Replace rusted light poles, Paint light poles and number all poles, General maintenance and upgrading all year.	Berea, Selborne, Baysville, Southernwood, Nahoon, Stirling, Bunkers Hill
	Roads	Overlaying of badly damaged roads, stormwater drains cleared and cleaned, Curbs replaced and gutters, Paint all island, Replace all old green street, Replace all suburb names, Suitable inspection covers where steel covers are missing - not gutter bridge slabs that are dangerous and cause injuries	Nahoon, Woodheigh, Stirling, Bunkers Hill, Berea, Selborne and Southernwood
	Water and Sanitation	Maintenance and augmentation in terms of Development. All to operate as Internal Business units in terms of section 78 study. Replace all broken water meter lids	All suburbs in the Ward
	Drop off points	Construction of drop off points for Stirling Primary School in Dunbar Road and Epsom Road	Stirling Primary School, Stirling

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
	Environmental	Construct anti erosive measures along the Inhlanza River so as to shore the sewer interceptor ie GABIONS and BASKETS, Secure sewer pipe and grounds, Construct and access road to silt trap - to do maintenance, clear invaders, Wark ways and parks along Inhlanza Employ workers, 5 people to keep Inhlanza free of invaders and refuse. Notice boards along Nahoon Beach, James Pearce Palr, all picnic areas to stop noise, loud music, drinking in public, dogs on beach, fires tec. Fence off James Pearce Park and install a lock-able gate, Reinstate the existing Botanical Gardens in Selborne to its previous glory. Replant, clean up, maintain	Inhlanza River, Nahoon Beach, Botanical Gardens (Selborne, Berea, Stirling, Nahoon)
	Refuse Collection, Street Sweeping, Grass cutting & Bush clearing	Refuse to be collected on a regular basis, Recycling of refuse to be a priority in BCMM, Create employment, Purchase of mechanical street sweeper - save on refuse bags for distribution elsewhere, Regular grass cutting in summer, collection of grass and refuse - compost making creating employment, maintenance of parks and BCMM open space on a regular monthly basis - Employ 5 workers for ward 18 only	Entire Ward

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 19			
	Housing	Low-Cost housing, High density/social housing	As per land availability
	Roads	Refurbishment of some roads, Upgrading of roads, Bridge upgrading, Maintenance of stormwater drains	Pefferville, Parkside, Buffalo Flats
	Youth Development Centre	There is a need for a Youth Development Centre	Buffalo Flats
	Opening of Access Road to West Bank from Buffalo Flats via Latimer Landing	Re-opening the old access road to ensure smooth flow and reduction of traffic jams	Between Buffalo flats and the old bridge at Latimers Landing
	Sport fields and playparks	Existing sport fields graded, Public open spaces be developed into sports fields and children playparks	Ward-areas to be identified
WARD 20			
	Building of houses	Provide service delivery to limit the number of Informal settlements that are being set up overnight because of the big families	Khayelitsha -7, Mpilisweni - 7, Ramaphosa - 7, Daluxolo - 6, Ekuphumleni - 7, Slovo - 6, Vukani Park
	Tarring of Roads	Solving the problem of vehicles being damaged by pot holes, Avoiding air pollution caused by vehicles (on roads without tar, also for the comfort of pedestrians).	NU6 &7
	Renovations of sport grounds and sport facilities	To keep youth away from drugs, crime and alcohol, To groom and develop future stars and to build a healthy nation.	NU6 &7

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
	Gymnasium and Indoor sports accommodation, Projects accommodation eg sewing, beading, Arts & craft, Traditional dance etc	For health purposes, Developing talents and skills for different activities, and to improve the standard of the project	Informal Settlement N.U.6 &7
	Day Care Centre sites	Better development and shelter for early childhood, for the protection against child abuse, to alleviate poverty by providing nutritious food for the learners	Informal Settlement N.U.6 &7
WARD 21			
	Housing	The informal settlements are requesting houses and infrastructure eg some need toilets	NU13, NU15, Fort Jackson
	Roads	the roads need to be tarred, requesting speedhumps at NU13	NU13, NU15
	Electricity	Informal settlements need electricity to avoid izinyoka. Need Highmast and street lights	NU13 - Mahlangu, NU15 - Tambo Park, Fort Jackson
	Unemployment	The community, mostly the youth, women are unemployed and are requesting assistance from BCMM.	NU13, NU15, Fort Jackson
	Community Hall	NU13 Community need a hall to use for funerals, weddings and other activities.	NU13

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 22			
	Community Hall	Community Hall - to be constructed in the centre of the Ward and Sport Fields.	In the centre of Ward 22 Area used to be Bus Depot
	Roads	All Roads to be tarred	NU14 Rent Office and NU16 Ward 22 areas
	Community Centre	Community Centres at NU14 and NU16 to be utilised for the payment of accounts and purchase of electricity.	NU14, & NU16 Rent Office
	Housing Project	For all the informal settlements, Sharing houses and back yard shacks in the ward	Sisulu NU14, 1,2 &3, Kinshasa, NU14, Mlatsheni NU16, Masakhe NU 16, Ntleki Village NU 16
	Mobile Clinic	The clinic is needed in NU14	NU14
WARD 23			
	Community Hall	No hall to hold community meetings	NU17, Nxamkwana Village
	Access Roads	Roads in the ward are in very bad conditions	Potsdam Village, Nxamkwana Village
	Housing	Blocked project, Community living in shacks	CC18, Potsdam Village
	Electricity	NU17 Streetlights, Infilss at CC18 and Potsdam	NU 17 CC18, Potsdam
	Bridge	Access Bridge between Potsdam and Phumlani	Potsdam

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 24			
	Electricity	There is a lot of Izinyoka (illegal connections)	Both informal and formal settlements
	Provision of Houses	A lot of informal settlement with shacks and also mud houses in rural areas are in bad conditions	Informal settlement and Rural areas
	Tarred Roads and maintenance	All roads in the ward are in a bad condition	All areas both Urban and Rural
	Toilets	Toilets in informal settlement are needed	Kanana area, Ikhwezi and Mbekweni area
	Community Hall and Sport fields	No community hall in the areas of the ward	Land has been identified for the community hall, Mbekweni, Unit P, Kanana, Msintsi and Ikhwezi
WARD 25			
	Tarred Roads	Gravel Roads need to be tarred as they are badly damaged by storms	Zone 8, Zone 9 and Pakamisa
	Housing	There is a great need of housing in ward as there are houses for people since 1997 after sweetwaters phase 3	Zone 8, Zone 9 and Pakamisa
	Lights (Highmasts)	There is a need for streetlights and Highmasts in the area between Zone 8 and 9 as there is still a high rate of crime because of darkness	Zone 8, Zone 9
	Play-ground	No playground available for youth entertainment	Pakamisa
	Speed-humps, Potholes	Speedhumps are needed at Zone 8 Main Road because of taxis travelling at high speed	Zone 8, Zone 9 and Pakamisa

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 26			
	Formalisation of Farm 270 Msobomvu	No roads, clean running water and electricity	Farm 270/ Msobomvu
	Tarring of access roads	Transport especially bus and taxis battle to transport people bus roads is in bad state especially when raining , to cut costs and for a long term solution	Gwiqi via Mpundu to Zikhwaba, St Mary to Nkqonkqweni
	Renovation of Community Halls	These halls were built and never maintained they need some renovations	Mpundu, Zikhwaba, Gwiqi, Msobomvu, Mzonkeshe, Khwetyana, Nkqonkqweni
	RDP Houses and Toilets	Houses have never been allocated to Newlands	All Villages
	Fencing of Cemeteries	Three cemeteries have been fenced and people complain	Zikhwaba, Nkqonkqweni, Mzonkeshe, Ekuphumleni, Msobomvu and St Marys
WARD 27			
	Water and Sanitation	Upgrade of the sewerage system	Komanishi
	Electrification	Upgrade of electricity	Komanishi
	Roads and Storm water drainage	Widening of Gonubie Main Road to create additional traffic lanes, Resurfacing of roads, repairs to the Gonubie boardwalk	Gonubie and Sunrise on Sea
	Land & Housing	Land required to provide rural housing for the Nkwezana community	Nkwezana
	Gonubie Small Craft Harbour	Small Craft Harbour to have links with the main EL Harbour.	Gonubie

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 28			
	Housing	To fight mushrooming shacks in the ward	Mzamomhle informal settlements
	Electricity with cameras, HighMastlights	Too much crime rate just for easy identification of Robbers	Mzamomhle informal settlements
	Cemetery	Too far for the community to use Amalinda and Macleantown	Mzamomhle Township
	Sportfields	There is only one uneven field for a vastly grown-up community	Mzaomomhle Township
	Boardwalk at Riegerton	People of Riegerton become victims of thugs when crossing the bush areas to King's Mall	Riegerton area
WARD 29			
	Housing	Many people are still living in informal settlements	Nompumelelo and Ducats
	Electricity	People are being robbed on the road. No electricity as it is too dark especially in winter	Ducats
	Electrification of informal settlements	It is not safe for youth to play at night and residents need electricity for lights and cooking	Nompumelelo
	Tarred Roads	No tar roads between the houses, only the main road is tarred.	Nompumelelo and Ducats
	Community Hall	A community hall is needed in the ward as it used as shelter for squattercamps in times of disaster	Nompumelelo

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 30			
	Houses and sites for Informal settlement & ablution facilities	Build houses for people living in informal settlements and provide sites for those to be taken to new areas and assist those needing help. There are no toilets in Masibambane and Gomomo	Masibambane Park, Phola Park, Joe Slovo Park, Holomisa Village, Winnie Village, JF Mati and Gomomo Village. Toilets in Masibambane and Gomomo
	Tarred Roads	NU9 & 10 Roads are very bad especially the roads in informal settlements and gravel roads and the areas in Cuba	Cuba, NU9 & NU 10 of all the roads of ward 30 except already tarred roads
	Upgrading streetlights and service of highmast lights	All the lights along the road are not working well and the highmast lights need to be serviced as some are not working well	lights along the main road, the streets in the areas and the highmast lights in NU9 & NU10
	Electrefication of Informal settlements	The circuit that distributes electricity to some areas are breaking due to some illegal connections ie Izinyoka	All informal settlement of ward 30 and the area of Cuba
	Grass cutting and bush clearing	To prevent the victimisation of innocent people by thugs, who hide in the bushes or long grass to ambush innocent people	Entire ward
WARD 31			
	Land & Housing	These areas have been waiting for availability of land for housing development	Fort Grey, Bongweni, Overton, Lillyvale
	Water	water for the village is sour and unhealthy. Other areas need maintainance and additonal standpipes. In Bongweni there is no running water	Bongweni, Sunny South, Shelford, Village 1 & 3, Fort Grey

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
	Streets	Tarred roads is full of potholes, gravel are inaccessible	Entire ward, Village 1 is in worse situation
	Electricity	The whole ward is not electrified especially extend areas around village 1,2 & 3 and the informal settlement	Entire ward
	Jobs	High rate of unemployment, unskilled labour is the challenge, No projects that are taking place	Ward 31
WARD 32			
	Roads	The community is complaining that there are no roads and no internal streets in all the 25 villages.	Entire ward
	Electricity	The community has expanded and the need for electricity has increased since there are new extensions in the village	Entire ward
	Housing	This has been a talking point in the IDP public hearings as there is a need for a follow up on Phози Housing project urgently, and the mud houses are collapsing and people are subject to utter poverty	Entire ward
	Sportfield	In the IDP (Public Hearing) the community raised an issue of sport facility at Kampini Location and added another one for Dowu location. Mpongo Sport facility would be perfect since it would not be costly as there is already a field there (Rugby). A need for upgrading the field fence, put a standpipe and electrification, seatings and change rooms to be built.	Entire ward

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
	Water and Sanitation	This is an urgent issue as the recently built and finalised in May 2011 is falling apart. Out of 25 villages approximately 19 are experiencing the same problem	Entire ward
WARD 33			
	Roads and Stormwater		Altile, Hill, Gxethu, Welcomewood,
	Sanitation		Altile, Hill, Gxethu, Welcomewood, Gwiligwili, Cornfields, Kune 1 & 2, Thembisa
	Community Halls		Gwiligwili, Gxethu
	Sportsfields		Needscamp, Kune 2
	Fencing of graveyards		Kune 2, Altile, Hill, Gxethu, Welcomewood
WARD 34			
	Library	Dimbaza has many schools and pupils must spend money to go to town for library facilities	Dimbaza
	Grass cutting team	A request for Dimbaza is to have its own team because it takes a long time to come back for grass cutting.	Dimbaza
	Tarred Roads	A request for tarred roads because roads are not maintained regularly as it takes up to 4 years to maintain them.	Dimbaza
	Houses	Renovation of Shutter houses and RDP houses	Dimbaza

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
	Employment of booking clerk	Halls in Dimbaza are booked every weekend in Dimbaza and people have to pay to go to King Williams Town	Dimbaza
WARD 35			
	Sanitation/Toilets	This area is in great need of Sanitation	Tyutyu Village
	Community Hall	This area is unable to host funerals , community meetings because there is no community hall	Balasi Valley, Clubview,
	Electricity	The area has now grown / extended and the need for electricity is increased.	Balasi Location, Tyutyu Village, Zinyoka Location
	Roads	Roads are in very bad state, in rural part of the ward are also very bad much that attention is requested	Clubview, Tyutyu Village, Balasi Location, Zinyoka Location
WARD 36			
	Roads	Roads infrastructure in the 10 rural villages of ward 36 has disintegrated, urban section is also in a bad state	10 villages of ward 36 and half of Dimbaza Township
	Housing	Rural housing development needed due to expansion of Dimbaza population.	Dimbaza Township and surrounding rural areas
	Community Halls	For meetings, funerals, church use, creche etc.	Initially applied for Pirie Trust and Zabalaza, but need has expanded through other villages
	Electrification	Required for rural extensions	all rural components of the ward
	Fencing of Camps	Currently there re virtually no grazing lands/camps in the ward, as all are unfenced	for all rural communities in the ward

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 37			
	Community Hall	Residents are exposed to adverse weather conditions on social grants days. Public/Ward meetings suffer greatly in numbers because of space. Official visits are hampered during school hours on school days	Tolofiyeni Village, Masingatha Village and West Bank
	Housing	There's an outcry of lack of housing. Families are overcrowded with their adult children	schornville, Masingatha Village, Mdingi, Tolofiyeni
	Water	Challenge of standing pipes without water. It is a serious challenge.	Mdingi Village, Tolofiyeni, Masingatha, West drive & WestBank
	Roads & Bridges	Rural areas - gravel roads need to be maintained and surfaced. Westdrive gravel portion to be tarred and westbank (KWT)	Mdingi Village
	Fencing	Agrarian Land/Agricultural Land. Westbank to be fenced -housing crime rate is very high.Fencing of National Roads within the ward's boundaries, livestock causes serious accidents	Masingatha Village, Westbank, Tolofiyeni Village, Mdingi Village

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 38			
	Community Hall	There is no place to hold meetings and social grants pay outs	Mzantsi, Leeveld, Mxaxo A, B, Thyusha, Kwelerhana, Lower Mngqesha, Noncampa, Zikhalini, Mantlane
	Electricity	businesses do not function very well without electricity	Dikidikana, Thyusha, Kwelerhana, Leeveld New Sites, Mzantsi
	Roads	Gravel roads become damaged when it is raining	Handers Mission, Thyusha, Kwelerhana, Noncampa, Mamata, Bridge between Mzantsi/ Bulembu Gwaba, Bridge between Gwaba and Noncampa
	Fencing	Fencing is needed in order to avoid accidents caused by animals straying onto the roads.	Lenge, Zikhalini, Mxaxo A/B, Leeveld, Dikidikana, Thyusha, Kwelerhana, Mzantsi
	Toilets		Mxaxo A/B, Leeveld, Mzantsi, Lower Mngqesha, Dikidikana, Handers Mission
WARD 39			
	Hall/ Mini hall	Funerals are conducted in open spaces even during rainy days	Kwalini, Bonke, Ngxwalane, Rhayi
	Building of water tank / resevoir	The village is growing and is therefore experiencing water shortages	Kwalini, Bonke
	Revist reservoir which was built in Ngxwalane	Township is also growing and experiencing shortage of water	Ginsberg
	Need tarred roads for low income houses	The roads are in a bad condition, most low income houses have gravel roads and potholes and gravel roads in the township	Ginsberg (all shacks), Lipota, Happy rest

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
	Fencing of rural cemetery, speed up grave issues in Ginsberg	All village cemeteries are not dignified, they need fencing to make them dignified.	Kwalini, Bonke, Rhayi, Ngxwalane, Ginsberg
WARD 40			
	Roads	Main and access roads so dilapidated. Request tarring of the main road	All 13 Villages
	Sanitation and Water	To meet RDP standard, Maintenance of Infrastructure, water Reticulation at Ndileka Location. Water is being cart to this village	All Villages, Tubaletu, Bongweni, Mt Coke, Qongqotha, Tshabo II, III, eKuphumleni, Ndileka Village
	Halls	Only Tshabo II Village have a dilapidated hall. All twelve other villages are holding their meetings under trees	Dongwe, Tshabo 3, Fort Murray, Tubaletu, Bongweni, Ekuphumleni, Mlakalaka, Ndileka, Mt Coke, Godidi, Qongqotha, Mimosa
	Fencing of graveyard, grazing camps, Arable land, provision of Inputs and implements	For the purpose of assisting our co-operative, creating more jobs to assist them with tractors, scooping of dams for their livestock	All 13 Villages
	RDP Houses	To assist the people to have their own houses, also to minimise disasters and to formalise their houses	Tshabo 3, Fort Murray, Mlakalaka, Ndileka, Godidi, Qongqotha, Mimosa, Mt Coke
WARD 41			
	Speed humps	be put in zone 1, 2, 3 ,4, 5 roads - lots of current accidents	Zwelitsha
	Drainage reinstallation or revamp	Revamping of storm water drainage to prevent floods on rainy days. The centre to Zwelitsha to prevent unnecessary leakages	Zwelitsha
	Cemetery	Completion of fencing	Zwelitsha in Zone 10
	Rondavels	Renovation - they are in a bad state	Zwelitsha in Zone 5

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
	Tennis Court and sportgrounds	Tennis court in a bad state and hardly used. Local sports ground needs to be improved.	Zone 1, Zone 10 and Zwelitsha stadium
WARD 42			
	Housing	Since 2004, there are a lot informal settlements	NU 1 and NU 2 Informal settlement, NU2- 7 Informal settlement
	Electricity	Informal settlements have no electricity, people are fighting over Izinyoka (illegal connections) at the Informal settlement and 4 room houses	NU1 and NU2
	Community Hall	We've been writing letters since 1994, we had requested a community hall at Highway taxi Rank but later Boxer Supermarket was built instead.	NU2
	Water and Sanitation	Most of Squatter Camps do not have toilets and taps.	NU 1 and NU 2
	Swimming Pool storm water drain and Job opportunities eg (Project)	Since 1994, the community had a complaint about a swimming pool but till to date nothing has been done. Sidewalks and storm water drain were also requested.	NU 1 AND NU 2
WARD 43			
	Housing	Planning of the new settlement and rural houses	Tyutyu, Peelton, Hannover
	Electricity	Electrification in Hannover	Hannover
	Community Hall		
	Roads		Bisho, Tyutyu, Peelton and Hannover

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 44			
	Fencing	Needed to enclose camps and prevent stray animals, all cemeteries also need fencing.	Tshatshu and Zizeni Location, Breidbach
	Bridges and Speed humps	Required in order to link Tshatshu and Qalashe, kids cannot go to school when the river has flooded, main road needs speed humps to stop drag racing in Breidbach	Tshatshu, Zizeni, and Qalashe location, Breidbach, Golf Course
	Roads	Roads are needed to get access for emergency vehicles (Taxis, ambulances & police), Some roads need upgrading.	Tshatshu and Zizeni Location, Siyathemba Location, Acorn Valley, Sewendelaan, Golf Course,
	Housing	Rectification of RDP houses, No RDP houses or Social Housing or Rural housing.	Sewendelaan Township, Arcon Valley, Qalashe, Siyathemba location, Sweetwaters, Breidbach,
	Water and Sanitation	Settlements have no toilets and taps	Arcon Valley, Siyathemba Location,
	Sports and Recreation	Kids have no places to play, no community halls	Siyathemba location, Acorn Valley, Breidbach, Sweetwaters, Golf Course,
	Bush clearance and grass cutting		Breidbach, Sewendelaan, Sweetwaters, Golf Course

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 45			
	Electricity	290 houses (of which 177 are shacks and 113 are RDP houses) in Ilitha North need electricity. From 1994 these houses have been without electricity.	Ilitha North and Ilitha South
	Sanitation	Berlin still uses septic tanks which cause a stench	Berlin Town
	Roads and Storm water	No access roads at Skobeni & Tshabo. Request a tar road at Ilitha & Berlin	Skobeni; Ilitha; Berlin; Tshabo
	Housing	No RDP housing at Skobeni and Berlin	Berlin & Skobeni
	Fencing of Cemetery	All areas require fencing	Tshabo; Skobeni; Ilitha; Berlin
WARD 46			
	Portholes in all areas in the ward	The roads have already been accessed and waiting for implementation	Sunset Bay, West Bank, Greenfields, Sunyridge Park and Extension, Orange Groove
	Bush clearing, grass cutting in municipal space	All the municipal sites are having long grass and tall trees. Crime rate is too high in the area	Sunset Bay, West Bank, Greenfields, Sunyridge Extension, Greenfields, Orange Groove, Leaches Bay, Fulas Bay
	Settlers way to airport needs through cleaning	Settlers way is the face of tourists, it is an industrial area too. Therefore there is a need to beautify settlers way and keep it clean all the time.	Settlersway to Airport

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
	Storm water drains need regular cleaning. Parks and Grave Yards	Storm water drainms must be cleaned regularly. Parks must also be cleaned to avoid crime	Sunset Bay, West Ba nk, Leaches Bay, Fulas, Waterworld, Greenfields, Sunnyridge
	Basic Services in Informal settlements like Water and Sanitation	A bucket system in Leaches Bay since 2011 and that was never collected.No taps and toilets for unfinished houses	Orange Groove , No toilets at all. Leaches Bay, Informal houses and in some houses
WARD 47			
	Sleeper site Development	Currently the land is owned by Transnet	Quigney
	Marina Glen and Beachfront	Development is requested as the area is attracting tourists	Quigney
	Gillwell Taxi Rank	A need for development of the taxi rank	CBD
	Street trading regulation	Informal traders with no trading licence in the CBD.	CBD
WARD 48			
	Housing	Informal settlements	Chris Hani Park
	Roads	Tarring of gravel roads	NU 11 & NU 12
	Unemployment	Jobs for youth	NU 11 & NU 12
	Bush Clearing	Open Spaces need to be cleared of bushes	NU 11 & NU 12
	Bridges and Sidewalks		NU 11 & NU 12

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
	Sanitation	Toilets	Z. Soga & Stofile Village
	Electricity	Electrification of areas without electricity	Z. Soga & Stofile Village
WARD 49			
	Small bridge to cemetery and fencing of cemetery (new and old sites)	Members of the community are walking on their way to work, a foot bridge is requested	Gesini
	Housing and toilets	People in the village have no houses	Entire ward
	water and electricity	people in the village living without water and electricity	New Bright and Nqoqaga
	Clinic	There is a large number of people living in the ward an additional clinic is therefore requested.	Velwano
	Roads and speedhumps	Roads in a bad state, and a need for speedhumps as there are many accidents in tar roads	From Embangeni to Epitsini and the entire ward

WARD NUMBER	ISSUES RAISED	EXPLANATION	AREA/VILLAGE/SETTLEMENT
WARD 50			
	Roads Infrastructure and storm water drainage	Roads in the ward need to be tarred to allow access to all areas by vehicles. Roads in informal areas need to be upgraded for easy access by emergency vehicles	All areas in the ward
	Electricity	Due to shortage of high-mast lights all lights should be installed in order to reduce crime	All areas and streets in the ward
	Housing	The ward has almost 300 shacks and backyard dwellers, therefore there is a need for formal houses. There is also a backlog housing data list.	All informal areas in the ward
	Job Creation	Unemployment and poverty is the main issue. Crime is also increasing.	All areas in Ward 50
	Clean-up campaign	A clean-up campaign is needed to stop illegal dumping. There is also a need for a big dumping site.	All areas in Ward 50